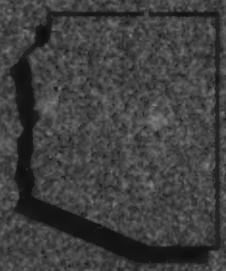

ARIZONA DEPARTMENT OF CORRECTIONS

1990 ANNUAL REPORT

Fiscal Year 1990 Annual Report

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Community Corrections

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Inspections and Investigations

Letter to the Governor

Arizona Department of Corrections

1601 WEST JEFFERSON
PHOENIX, ARIZONA 85007
(602) 542-5536

ROSE MOFFORD
GOVERNOR

SAMUEL A. LEWIS
DIRECTOR

The Honorable Rose Mofford
State Capitol
1700 West Washington
Phoenix, Arizona 85007

Dear Governor Mofford:

I am pleased to submit the Fiscal Year 1990 Annual Report for the Department of Corrections.

As 1990 marks the close of your term as Governor, I want to express my appreciation for your strong support and commitment to the Department of Corrections. The accomplishments that this Department has been able to achieve can be attributed to your concern and interest in the welfare of our staff and your tenacious efforts in upholding the Department's mission to serve and protect the citizens of this state.

Again this fiscal year, shortage of beds for the ever-increasing inmate population was a major concern of the Department. The adult prison population continued to grow at an average of 89 per month, reaching a total of 13,699 by the end of the fiscal year. It is projected that the population will continue to grow at or near this alarming rate during the next fiscal year.

In 1989-90 we opened an additional 1,133 beds throughout the state. However, at the end of the fiscal year, our inmate population still exceeded our bed capacity by 365 inmates. We have scheduled 1,544 beds to be completed during the next fiscal year. Four hundred beds will be built at Winslow and should be occupied in the fall of 1990. In mid-1991, 800 beds are scheduled to open at Florence, Rynning Unit and 344 additional double-bunking beds at Perryville.

As a result of our commitment to meeting the challenges of managing this Department and in keeping with your Productivity Program requirements, we developed a Management By Objective for Results (MOR) program. Goals and objectives were formulated to enable development of Three-year and Ten-year strategic plans. During the next fiscal year, management will report on their progress towards achieving both long and short-range goals and objectives.

The Department of Corrections will continue its efforts to protect the public, meet established goals and continue to manage its resources--people and money--in the best possible interests of the people of Arizona.

Sincerely,

Samuel A. Lewis
Director

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Mission Statement

The mission of the Arizona Department of Corrections is to serve and protect the people of the State by imprisoning those offenders legally committed to the Department.

The Department will accomplish this by:

- Maintaining effective custody and control over offenders.
- Maintaining a healthy, safe, and secure environment for staff and offenders.
- Providing quality programs to offenders so they will have opportunities to learn more responsible behaviors and increase their chances of returning into society as law-abiding citizens.

To accomplish the above we recognize the need to:

- Develop and maintain a professional staff recognizing that each employee is an important contributor to the system.
- Assure that each employee has available the opportunities for personal and professional growth through training, education, and career development.

We believe the Department has the managerial and operational responsibility to be accountable to the public. This includes the Executive, Legislative, and Judicial branches of Government, the adult prisoners and, most importantly, the citizens of Arizona. In pursuit of this obligation the Department will maintain open lines of communication in a timely, professional, and efficient manner.

We further believe that by integrating priorities and expectations into unified operating plans which clearly state goals, objectives, professional standards, and direction, we will respond effectively to the changing demands placed upon the agency.

We value honesty and integrity in our relationships, and we place a high priority on quality of services and development of teamwork, trust, and open communication. We are committed to this goal internally and externally.

We will maintain an environment that is humane and fair to both employees and offenders, utilizing a grievance/discipline system that fosters due process and is consistently administered by the review and redress of wrongs. We will employ an objective classification system of offenders based upon behavior, criminal history, and performance.

We believe in encouraging, recognizing, and rewarding examples of professional leadership at all levels which contribute to the enhancement of our responsibility to serve and protect the people of the State of Arizona.

These beliefs are achievable to the extent that the resources necessary for their accomplishment are provided to the Department.

Code of Ethics

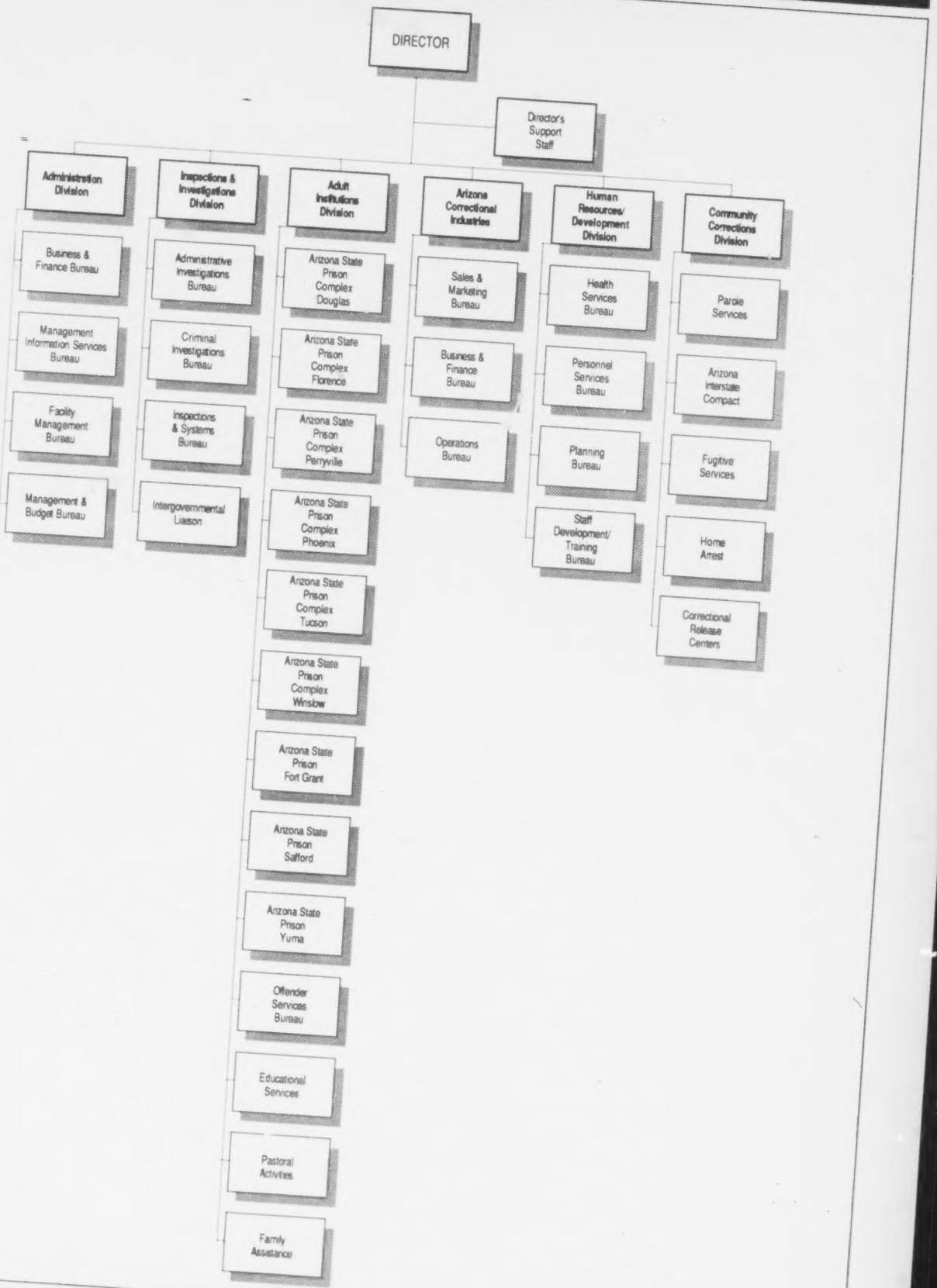
The Arizona Department of Corrections is committed to a code of ethics that will guide the performance, conduct and behavior of employees of the Correctional Service Series. This code will ensure that our professionalism is reflected in the operation and activities of the Department and is recognized by all interested parties. In this light, the following principles are practiced:

- I shall maintain high standards of honesty, integrity, and impartiality, free from any personal considerations, favoritism, or partisan demands.
- I shall be courteous, considerate, and prompt when dealing with the public, realizing that we serve the public.
- I shall maintain mutual respect and professional cooperation in my relationships with other staff members of the Department of Corrections.
- I shall be firm, fair, and consistent in the performance of my duties. I shall treat others with dignity, respect, and compassion and provide humane custody and care, void of all retribution, harassment, or abuse.
- I shall uphold the tenets of the United States Constitution, its amendments, the Arizona Constitution, Federal and State laws, rules and regulations, and policies of the Department.
- Whether on or off duty, in uniform or not, I shall conduct myself in a manner that will not bring discredit or embarrassment to the Department of Corrections and the State of Arizona.
- I shall report without reservation any corrupt or unethical behavior which could affect either inmates, employees, or the integrity of the Department of Corrections.
- I shall not use my official position for personal gain.
- I shall maintain confidentiality of information that has been entrusted to me and designated as such.
- I shall not permit myself to be placed under any kind of personal obligation which could lead any person to expect official favors.
- I shall not accept or solicit from anyone, either directly or indirectly, anything of economic value such as a gift, gratuity, favor, entertainment, or loan, which is or may appear to be, designed to influence my official conduct.
- I will not discriminate against any inmate, employee, or any member of the public on the basis of race, gender, creed, or national origin.
- I will not sexually harass or condone sexual harassment with or against any person.
- I shall maintain the highest standards of personal hygiene, grooming, and neatness while on duty or otherwise representing the Department.

Directory

Director's Office	542-5497
Administration Division	542-3525
Business and Finance Bureau	542-4683
Management Information Services	542-4527
Facility Management	542-3251
Management and Budget Bureau	542-3460
Human Resources/Development Division	542-5820
Health Services Bureau	542-3365
Personnel Services Bureau	542-3197
Planning Bureau	542-3691
Staff Development/Training Bureau	542-3320
Adult Institutions Division	542-3894
Arizona State Prison Complex-Douglas	364-7521
Arizona State Prison Complex-Florence	868-4011
Arizona State Prison Complex-Perryville	935-9371
Arizona State Prison Complex-Phoenix	255-4095
Arizona State Prison Complex-Tucson	574-0024
Arizona State Prison Complex-Winslow	289-9551
Arizona State Prison-Fort Grant	828-3393
Arizona State Prison-Safford	428-4698
Arizona State Prison-Yuma	627-8871
Education Services	542-3954
Family Assistance	542-3148
Offender Services Bureau	542-3896
Pastoral Activities	542-3090
Community Corrections Division	542-3421
Parole Services	542-4435
Northern Arizona Correctional Release Center	255-5714
Southern Arizona Correctional Release Center	884-8541
Inspections and Investigations Division	542-3723
Criminal Investigations Bureau	542-1561
Inspections and Systems Bureau	542-5857
Administrative Investigations Bureau	542-3061
Intergovernmental Liaison	542-4873
Arizona Correctional Industries Division (ACI)	255-1464
Business and Finance Bureau	255-1464
Marketing and Sales Bureau	255-1464
Operations Bureau	255-1464
Arizona Department of Juvenile Corrections - Executive Staff	
Carol L. Hurtt, Director	542-4988
Floyd Hardin, Executive Staff Assistant	542-4302
John Wright, Assistant Director - Operations Division	542-4306
Fran Gonzalo, Assistant Director - Support Services	542-4186
Robert Piceno, Affirmative Action Officer	542-4303
Joel Blumenthal, Public Information Officer/Legislative Liaison	542-4185
Roger Walker, Administrator - Education Division	255-3288
Margaret Burns, Personnel Manager - Office of Personnel Management	542-4181
Sally Cobb, Acting Training Administrator	542-0289

Organizational Structure



Map Legend

1 Central Administrative Office

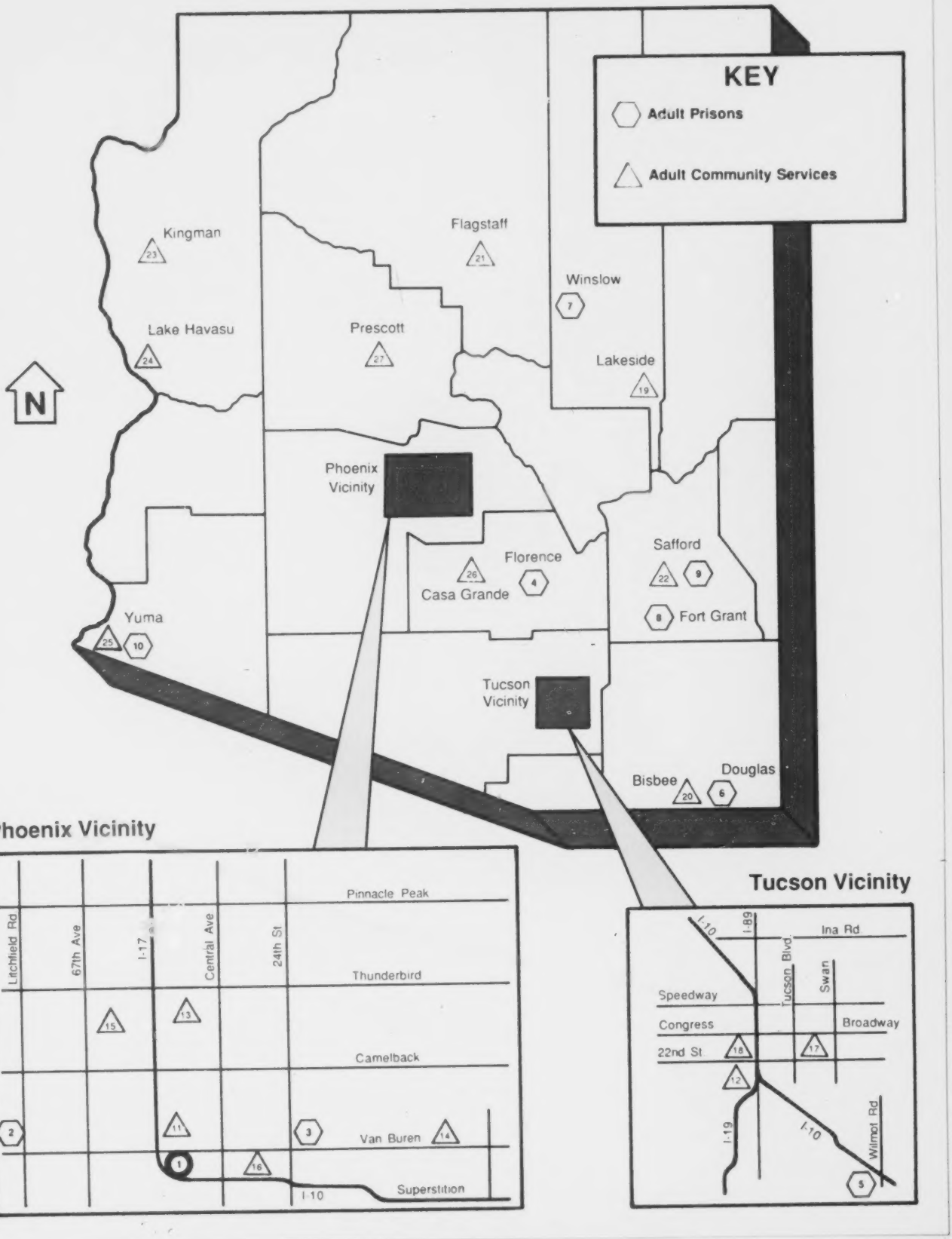
Adult Prisons

2 Arizona State Prison Complex-Perryville
San Pedro
Santa Cruz
San Juan
Santa Maria
3 Arizona State Prison Complex-Phoenix
Alhambra
Aspen Correctional Center for DWIs
Flamenco Mental Health Unit
Arizona Center for Women
4 Arizona State Prison Complex-Florence
North
South
East
Central
Administrative Segregation
Picacho Correctional Work Center
Special Management Unit
5 Arizona State Prison Complex-Tucson
Echo
Rincon
Santa Rita
Cimarron
6 Arizona State Prison Complex-Douglas
Gila
Mohave
Maricopa
Papago
Cochise Detention
7 Arizona State Prison Complex-Winslow
Kaibab
Coronado
8 Arizona State Prison-Fort Grant
9 Arizona State Prison-Safford
10 Arizona State Prison-Yuma

Adult Community Services

11 Northern Arizona Correctional Release Center
12 Southern Arizona Correctional Release Center
13 Northern Maricopa County Parole
14 Eastern Maricopa County Parole
15 Western Maricopa County Parole
16 Southern Maricopa County Parole
17 Eastern Pima County Parole
18 Western Pima County Parole
19 Apache/Navajo County Parole
20 Cochise/Santa Cruz County Parole
21 Coconino County Parole
22 Gila/Greenlee/Graham County Parole
23 Northern Mohave County Parole
24 Southern Mohave/Northern LaPaz County Parole
25 Southern LaPaz/Yuma County Parole
26 Pinal County Parole
27 Yavapai County Parole

Map of Facilities



Adult Institutions Division

The Division of Adult Institutions is comprised of the Offender Services Bureau, Pastoral Activities, Family Assistance, Educational Services and six prison complexes located at Douglas, Florence, Perryville, Phoenix, Tucson and Winslow; and three lower level security prisons at Fort Grant, Safford and Yuma.

The Department continually tries to improve programming for inmates. One new program, the Shock Incarceration Program, began in October 1988 in the East Unit at Florence. Shock Incarceration is statutorily defined as "...a military style program which is designed for youthful offenders which includes intense physical exercise, physical labor and education..." (A.R.S. 13-915). Since inception, 751 inmates have been sentenced to the program. Of those sentenced, 88 inmates have been deemed medically ineligible for the program during the screening process and four were removed for entry criteria ineligibility. Shock Incarceration has received 639 inmates who have been medically and psychologically approved for the program. Of that total, 197 inmates have been removed for disciplinary and 29 for medical reasons. Three hundred and five inmates have graduated from the program with 46 (15%) having failed probation and sent to prison. Inmates who are determined to be academicaliy capable of obtaining a General Equivalency Diploma (GED) are placed in the GED program and to date, 100 inmates have received their diplomas.

The Flamenco Mental Health Treatment Center Women's Unit, (G Ward) was initiated as a 120 day pilot project in March 1990. The unit was opened in response to the psychiatric needs of a growing female inmate population, has a maximum capacity of 20 beds, is medium custody, and can accept only voluntary patients. Current Arizona law (A.R.S. 36-221) dictates that involuntary psychiatric female patients/inmates can only be treated at the Arizona State Hospital, so this unit fills the gap between involuntary hospital treatment and outpatient treatment in general population.

This unit serves several functions:

- As a screening and evaluation unit, departmentwide, for those female inmates whose present problems can not be dealt with on an outpatient basis.
- As a short term, 30-90 day, voluntary residential treatment unit.
- As a transitional unit for those women discharged from involuntary treatment at the Arizona State Hospital prior to re-entry into general population.
- As a long-term residential unit for the currently small number of women whose chronic mental illness does not allow them to function in general population.

The services provided are medication, recreational and occupational therapy, individual counseling, and group therapy. Full general medical services and specialty consultations are available. The unit is staffed with Psychiatric Nurses, Correctional Program Officers and Correctional Service Officers. A psychological associate is available for diagnostic testing and a psychiatrist is in attendance on a regular basis. The unit is covered by the same administrative code as the male units at the Flamenco Mental Health Treatment Center.

The building of new prison beds continued with the quick-build projects at Safford and Winslow being completed. Two dormitories, each housing 48 inmates, were completed at Safford, and at Winslow, 242 beds were completed in March 1990.

Four hundred Level 4 beds in the Kaibab Unit at Winslow are currently under construction and occupation is expected in September 1990.

Eight hundred Level 4 beds are also under construction as a part of the new Eyman Complex at Florence. The Rynning Unit is expected to be opened in March 1990.

During the Special Legislative Session in September 1989, the population cap on ASPC-Perryville was lifted to allow the addition of 808 inmates to that facility through the doublebunking of existing housing units.

A total of $12,525,500 was allocated for increased operational costs, additional staffing, expansion of support areas and the upgrading of utility delivery systems.

Additional inmates began arriving at the facility in December 1989, and physical modifications are scheduled for completion in late December 1990.

As a result of a new legislative appropriation, 1050 beds were approved for construction. At Safford, 250 Level 3 beds are scheduled to be built primarily by inmate labor at Safford and are to be occupied in 1992. Eight Hundred Level 3 beds were approved to be constructed as an additional unit in the Eyman Complex at Florence. The Cook Unit is scheduled to be completed and occupied in 1992.

The Family Assistance Program, designed to assist families of inmates, was begun in 1988. In January 1989, a program coordinator with a background in social work and extensive experience in community service agencies was hired. This had an immediate impact by helping families of inmates cope with their problems. Through the Family Assistance Program, inmates' families are provided assistance with jobs, child care, housing, food and counseling. A carpool file is also maintained to assist families in obtaining transportation to the prisons for visitation.

Using inmate labor, three of the prisons are either growing vegetables and animals in an effort to defray food expenses, or are raising crops to sell for cash.

At Fort Grant, beef calves are raised on 3200 acres of range. The 69 breeding cows were purchased from Arizona Correctional Industries. The final payment will be made in the fall of 1990. Thirty-nine hogs are grown on a 10-acre plot and turkey poults are purchased and kept for 16 weeks. A 10-acre garden produces summer vegetables; onions, radishes, carrots and melons. In the fall, broccoli, cauliflower, cabbage and lettuce are planted.

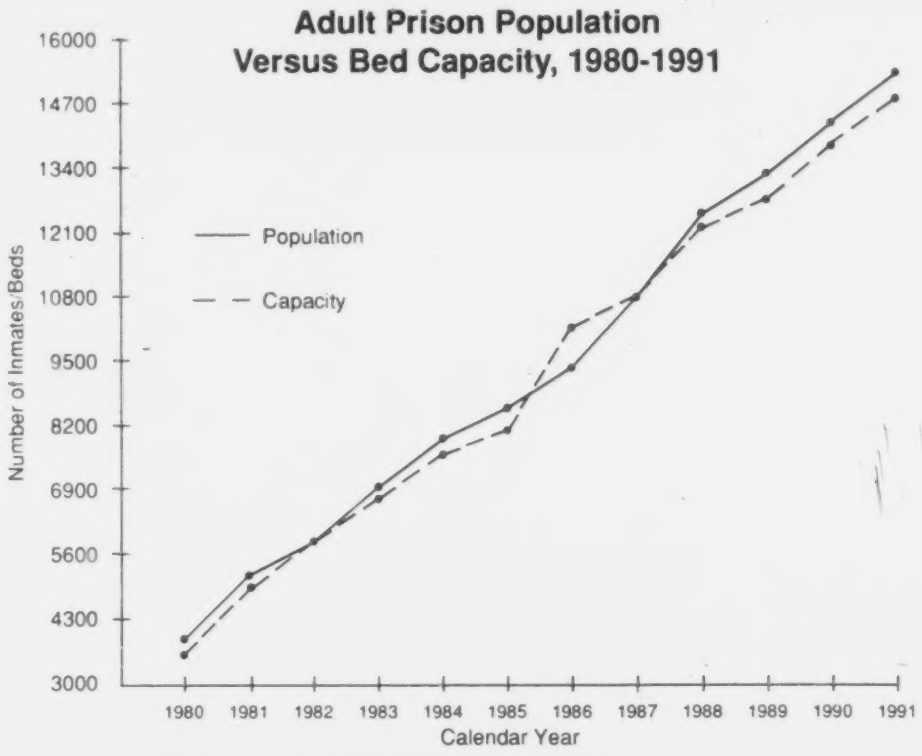
The Tucson garden is cultivated by the Santa Rita inmates. Three fields of one acre each are irrigated by a drip system to save water. The gardens produce cucumbers, zucchini, cantaloupes and watermelons. An experiment to grow cherry tomatoes was unsuccessful, but 340 pounds of cucumbers and 40 pounds of zucchini were delivered to the food factory, which credits the prison with the cost of the food. The crops are rotated according to season.

Fifteen acres of garden at Florence provided 851 baskets of carrots, radishes, zucchini, cabbage and beets, and 5,855 cantaloupes and watermelons were provided in 1990.

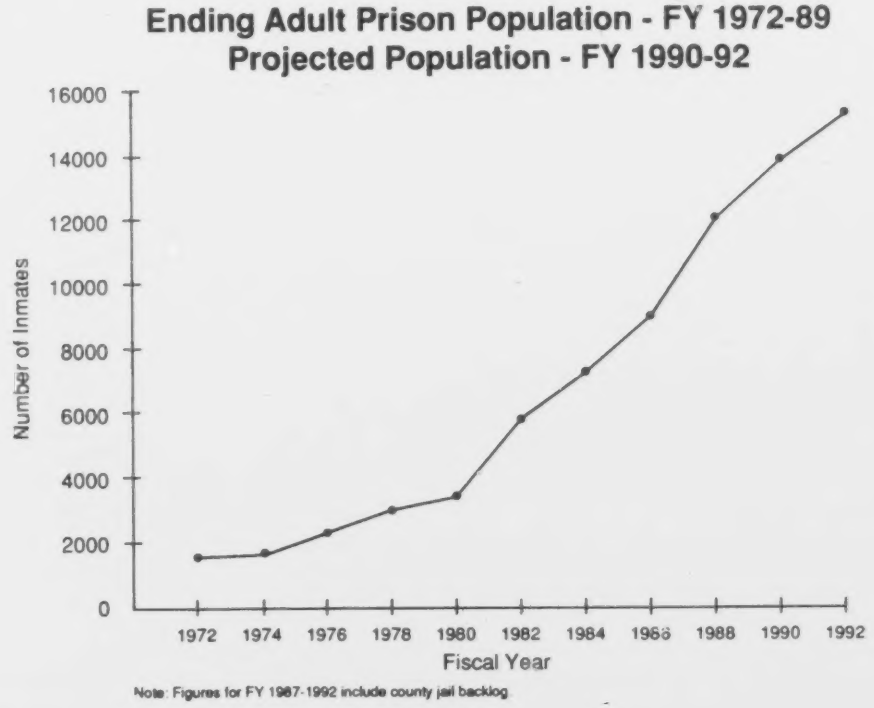
In the offender records system, the Department recently streamlined and standardized 69 different record activities systemwide, and developed workload forecasts through Fiscal Year 1991-92. With the current goal of a 25% reduction in documents filed, the Department expects to receive and file in the master record file an average of 95,800 documents per month, or a total

of 2,010,600 documents by June 1992. This workload will require a total of 15,268 hours to complete.

Also, the average number of files prepared for public review is expected to be 51 per month, or a total of 1,064 files prepared by June 1992, requiring 3,108 hours to complete over the next 21 months.



Note: Figures for 1990-91 reflect projected population and funded capacity



Note: Figures for FY 1987-1992 include county jail backlog

Community Corrections Division

Community Corrections, which began the fiscal year as a subdivision of the Division of Juvenile/ Community Services, operated the Northern Arizona Correctional Release Center (NACRC), the Southern Arizona Correctional Release Center (SACRC), Adult Parole Services, the Interstate Compact Office, Adult Offender Transition Services (AOTS), the Home Arrest Program and the Fugitive Unit.

The most significant event of the fiscal year was the transition of Juvenile Corrections out of the division and the reorganization of the division into a comprehensive adult offender programming network. The gradual exodus of key divisional administrative functions was addressed by strategic planning for the immediate and on-going development of new roles, staffing patterns and written instructions.

NACRC received and released 844 male offenders. Community transition programs offered by this center included the Community Betterment Program, Work Incentive Pay Plan (WIPP), Life Skills classes, the Sex Offenders Transition Program, on-site job development and counseling and parole supervision.

The Sex Offender Transition Program contracted with Phoenix Memorial Hospital to provide both an educational component and an assessment/treatment program. During the year, 98 sex offenders were referred to the educational component; 72 successfully completed the classes and 24 were referred for treatment.

The NACRC Intensive Substance Abuse Program was implemented in 1988 as an alternative to the return to prison of offenders using illegal drugs. It involves close supervision, constant monitoring and intervention. The basis for referral into the program is the use of heroin, other opiates, cocaine or amphetamines, as detected by urinalysis. In order to participate in this alternative to revocation/rescission, offenders must agree to participate. Of 62 referrals made during Fiscal Year 1989-90, 23 successfully completed the program. Any number of successes are viewed as cost-effective since those offenders not returned to higher custody did not occupy institutional beds which are considerably more costly than are beds at correctional release centers. The NACRC Prison Outreach Program contributed a total of 9,960 inmate work hours to various community programs. Inmates worked at the St. Mary's Food Bank, Salvation Army and Wesley Community Center.

SACRC delivered services similar to its northern counterpart, releasing 503 inmates to the community during the year. Success skills classes were attended by 453 inmates. This activity provides approximately 20 hours of job readiness training, job development and vocational counseling.

SACRC inmates contributed 11,717 hours of labor through the Community Betterment Program to Pima County Parks & Recreation, Pima County Animal Control, St. Mary's Hospital, Salvation Army, Community Food Bank and Casa de Vida. The Community Betterment program is also actively involved in the Tucson Clean & Beautiful recycling project and the Crime Prevention League's high school information program in which SACRC staff and inmates speak with high school students about making personal decisions. Approximately 60 SACRC release status inmates per month are employed in the private sector.

The appraisals and preliminary negotiations transpired to initiate the purchase from Pima County of the property where SACRC operates. By year's end a purchase agreement was reached between Pima County and the Arizona Department of Administration. This was a significant accomplishment for the site-selection committee comprised of ADC staff, local and state elected officials and local neighborhood residents.

Adult Parole Services operated four parole offices in Phoenix, two in Tucson and nine resident agent offices throughout the rural balance of the state. With 3,930 new cases opened during the year and 2,798 closed, Adult Parole Services experienced a 20% increase in its caseload without any additions to its field staff. Remaining relatively constant in comparison to previous years at 1-2% of the total caseload, 465 parolees were returned to custody. Adult Parole Services also administers the operations of the Work Furlough Program for inmates who are granted the privilege of maintaining employment in the community. The Fee-Paid Supervision Program collected $307,540 during the year which is used to defray the cost of supervision of parolees and releasees by the Department of Corrections.

AOTS has been eliminated due to budget reductions for the upcoming year. During Fiscal Year 1989-90, however, the following services were delivered statewide: 2,691 offenders were referred for employment services; 2,054 were placed in jobs. Stipends totaling $84,556 were provided to 820 offenders to help them obtain employment or become established in the community. Community-based organizations under contract with ADC provided 9,805 days of residential services. Psychological and psychiatric counseling contractors provided 9,857 hours of treatment to 528 offenders, most of whom were mandated by the Board of Pardons and Paroles to receive mental health treatment. An additional 9,631 hours of substance abuse counseling was provided to over 2,000 offenders. A total of 86,222 urinalyses were performed during the year.

Administrative rule changes that significantly affected Community Corrections include the repeal of R5-1-301 through R5-1-312 pertaining to releases and conditions of release. While the repeal of rules was intended to eliminate administrative codes that are exempt from the Administrative Procedures Act, activities such as community release centers, work furlough and home arrest were temporarily left with insufficient authorization to release and supervise offenders effectively. This precarious position was somewhat detrimental to the division's ability to respond to prison overcrowding.

The Interstate Compact Office is responsible for administering the Interstate Compact for the Supervision of Parolees and Probationers (ICSPP), A.R.S. 8-361 through 466; the Interstate Compact on Juveniles (ICJ), A.R.S. 8-361 through 367; and the Interstate Agreement on Detainers (IAD), A.R.S. 31-481.

The purpose of the ICSPP and the ICJ is to foster cooperative efforts and mutual assistance from the 50 member states in the rehabilitation of offenders in the community and develop activities that may reduce recidivism. This is accomplished by allowing the transfer of only those parolees and probationers who have a legitimate need to travel or to relocate to another state for employment.

During the fiscal year 558 adult parole cases and 1,084 adult probation cases were investigated for consideration of out-of-state-placements in Arizona. Of these, Arizona accepted as the receiving state, 982 offenders for local supervision. As the sending state, Arizona requested that 558 adult parolees and 1,461 adult probationers be considered for placement in other states. A total of

1,101 have been accepted for out-of-state supervision this year.

The purpose of the IAD is to facilitate the 48 member states in bringing to trial prisoners who have felony charges pending as a result of untried indictments or complaints. IAD affords inmates the opportunity to dispose of any outstanding charges as well. It also reduces any uncertainties or delays in the implementation of an inmate's institutional or community programming.

During the past year, the Interstate Compact Office has streamlined its operation substantially by computerizing most of its information tracking systems. Another significant accomplishment has been the training of all ADC parole officers on the policies and procedures that regulate interstate activities.

Home arrest legislation was passed during the 1988 Legislative Session (House Bill 2241) to reduce expenditures for incarceration while complying with the sentence imposed by the court. The first three inmates were placed on home arrest in December 1988 using electronic monitoring to ensure compliance with the conditions of intensive supervision. After 18 months of operation, home arrest has completely paid for all start-up and operational costs through cost savings. During Fiscal Year 1990-91, home arrest is expected to generate over $500,000.

During its first 18 months of operation, 470 cases for home arrest placement have been investigated. Three hundred forty three inmates have been placed in the program, 44 are pending release to home arrest, 83 could not be placed due to security risks or limitations on program capacity. Of the 343 placed, 17 inmates successfully completed their sentence, 167 successfully completed the program and have been released to another form of supervision and seven have escaped.

To date, home arrest has collected $38,278 in supervision fees to offset the cost of the program. When filled to capacity at 120 offenders, home arrest will cost approximately $15 per inmate per day as compared to $44.30 per inmate per day for incarceration.

During the 1990 Legislative Session, the Department of Corrections proposed legislation which was supported by the Board of Pardons and Paroles to increase the number of inmates eligible for the Home Arrest Program. The legislation, which has now been signed by the Governor, includes those inmates who are eligible for parole or work furlough as potential home arrest participants.

The Fugitive Unit followed computerized national and international escape, arrest and warrant information to maximize the detention and extradition of either Arizona absconders being detained in other states or out-of-state absconders being detained in Arizona. This one-man unit processed 1,351 warrants; entered 667 ACIC-NCIC wants, of which 219 remain in effect; and released 599 inmates to federal, state and local agencies.

The loss of two top executives and all of the divisional support staff imposed a critical challenge on Community Corrections. New leadership, immediate reorganizational planning and staff determination are to be credited for keeping program operations running smoothly through the transition. The new division which is emerging promises to be cohesive, efficient and more comprehensive in its ability to prepare offenders for reintegration into the community. The reaffirmation of working linkages with other divisions and with the Board of Pardons and Paroles are geared toward maximizing institutional bed space without overburdening parole caseloads by managing releases and supervision priorities effectively and systematically.

Inspections and Investigations Division

The Inspections and Investigations (I & I) Division is comprised of the following bureaus: Inspections and Systems, Administrative Investigations, Intergovernmental Liaison and Criminal Investigations.

I & I's Local Arizona Network System (LANS) now consists of 22 work stations in the central and regional offices. LANS supports all division reporting and statistical functions not located on the Department mainframe system. The LANS Case Tracking System was developed and the Internal Affairs Bureau began its implementation of case tracking. The Inspections & Systems Bureau is using a lap top computer to copy field-generated data files to the LANS for inspection reports. Discipline appeals officers are now entering their decisions into LANS and support personnel are printing the decisions on the required forms. Regional I & I offices are providing daily activity reports via modem which are merged into a division report before printing.

The Inspections Unit initiated eleven inspections/studies and completed 13, six of which were carried over from the previous year. Four were still in progress at the end of the fiscal year.

Completed activities included continued efforts in the design of a new system of written instructions, recommendations for staffing allocations for the separation of adult and juvenile corrections, and compliance inspections of volunteer services, inmate property, ASPC-Florence Women's Prison and home arrest.

The inmate grievance system addressed 14,594 inmate complaints. Of those, 593 (4.0%) were appealed to the Director. The Inspections and Systems Bureau, in conjunction with the Staff Development/Training Bureau, conducted three two-day grievance training courses for the certification of 37 grievance coordinators.

A total of 45,284 inmates were issued disciplinary violation write-ups. The inmate disciplinary appeals officer received and adjudicated 1,902 appeals filed by inmates. Last year, 40,126 violations were issued and 1,777 appeals were adjudicated. Discipline appeals officers continued to train staff in the Disciplinary Certification Program, training 79 staff in the rules of discipline and due process procedures necessary to act as coordinator of discipline and/or discipline committee chairperson. Eighty-five staff were certified.

Internal Audit completed 56 audits in the areas of revolving funds, discharge funds, WIPP funds, inmate activity accounts, inmate banking and trust accounts and Activity & Recreation Fund accounts. Additionally, the Audit Unit assisted in the budget preparation for the subsequent fiscal year. A special review was completed to analyze and determine the amount of time spent on juvenile audits. The unit assisted in a special audit related to a criminal investigation.

The Internal Affairs Unit conducted 369 investigations of alleged misconduct. The highest categories of violations were as follows:

	1989-90
Neglect of Duty	36.5%
Staff Arrests	10.0%
Unprofessional Conduct	9.7%

	1988-89
Unprofessional Conduct	20.1%
Staff/Inmate Relations	19.1%
Staff Arrests	16.3%

During Fiscal Year 1989-90, 239 (64.7%) of the 369 cases investigated were sustained; an increase from the 54.5% of cases sustained during Fiscal Year 1988-89.

The Background Investigations Unit conducted 7,682 investigations/inquires involving applicants, employees, volunteers, contractors and investigative sources.

One thousand, one hundred seventy-four criminal histories were located, as well as 83 outstanding warrants which were adjudicated.

During the fiscal year, 22 escapes from secured institutions were reported, a decrease of 33% from last year.

The Polygraph Unit conducted 77 polygraph examinations for the Department and outside agencies.

The Intergovernmental Liaison Administrator distributed $2,325,095 to Arizona county sheriffs during the fiscal year in accordance with A.R.S. 41-2401G.

To facilitate this function, it was also necessary to inspect 45 county-operated adult detention facilities.

The agency has a responsibility to use Criminal Justice Enhancement Funds (CJEF) to supplement the sheriffs' budgets in the area of jail operations and detention personnel training programs. The division has earmarked 25% of the money for detention officer training and the balance may be used as deemed necessary for operational enhancements.

The Intergovernmental Liaison Administrator also is responsible for the inspection of county-operated juvenile detention facilities under A.R.S. 8-227. Two required reports were made to the County Board of Supervisors and the presiding judges.

The Criminal Investigations Bureau (CIB) responded to 78 escapes from adult and juvenile institutions this fiscal year. Of these escapes, only 22 were from secured institutions, while 20 escapes were from unsecured institutions, and 36 escapes were from home arrest.

CIB personnel conducted 54 investigations into allegations received by the Governor's Office, the legislature, the Attorney General's Office, the Director or others, which enabled the requestors to make evaluations and decisions based on reliable information.

CIB investigators completed 2,602 criminal and/or incident cases. These investigations resulted in 246 arrests and the initiation of 400 separate prosecutions. Though not all of the prosecutions have been completed, 83 convictions have resulted. A quantity of contraband was seized this fiscal year in the course of searches and investigations by both investigators and Correctional Service Officers.

During the fiscal year, CIB began increased monitoring of inmate telephone calls in an attempt to intercept conversations relative to criminal activity, i.e., narcotics and contraband, as well as evidence of threats affecting the safe and secure operation of a prison facility.

Human Resources/Development Division

The Human Resources/Development Division has been in operation since 1984. This division manages and coordinates programs which impact all Departmental operations and personnel. It is comprised of the bureaus of Personnel, Staff Development and Training, Planning, and Inmate Health Services.

Personnel Services Bureau

During the fiscal year ending June 30, 1990, the Personnel Services Bureau staff developed and processed central promotional registers for the positions of Correctional Program Officer I and II, Correctional Service Officer II, Correctional Service Sergeant, Correctional Service Lieutenant, Correctional Service Captain and Correctional Program Supervisor. This process included: announcing the promotional opportunities; scoring the application;, administering written examinations; administering oral board examinations; and placing those who received qualifying scores on the appropriate registers.

The 12 month probationary period required for numerous classifications was changed to the regular six month probationary period, except those Correctional Service Officer I's attending the Correctional Officer Training Academy (COTA), which now requires an eight month probationary period. This change required the completion of an AZ001 form for affected employees to change their personnel files.

A special transfer program was developed to allow employees from the Department of Corrections to transfer to the Department of Juvenile Corrections and allow employees of ADJC to request a transfer to ADC. This allowed for the voluntary transfer of approximately 48 employees. Fifteen employees remain on the transfer register which will expire June 30, 1991.

The Personnel Services Bureau assisted the State Personnel Division in gathering over 4,000 position description questionnaires for a classification maintenance review for the security and program series. It is anticipated that this review will be included as part of the annual salary recommendation due to be submitted to JLBC on or about December 1, 1990 and, if approved, will be effective July 1, 1991.

The Personnel Services Bureau processed more than 11,000 personnel actions. This figure represents all types of actions, i.e., promotions, transfers, new hires, classification actions, payroll-related actions, separations/terminations, and general information changes.

Health Services Bureau

A major reorganization of the Health Services Bureau was implemented in November 1989. The principal revision was adoption of a team management approach revolving around program managers for medical, nursing, dental, mental health, pharmacy, medical records and administration. The primary purpose was to facilitate quality communications that support optimum delivery of adequate inmate health care in the most cost-effective manner possible. Complementing the bureau reorganization was designation, at each facility, of a lead or key contact counterpart to each program manager.

Significant improvement and standardization of health care delivery was achieved by implementing statewide procedures for infectious disease control; initiating an HIV/AIDS clinical management and inmate/staff education program; establishing productivity standards for medical providers; and designating a Health Services Coordinator to ensure legitimate benefit is derived from outside professional services referrals.

Delivery of dental care was enhanced by a total update of policies and procedures, and establishment of standardized treatment plans for similar dental procedures.

A major advance in standardization, with associated cost reduction, was achieved by establishing a single formulary for preparation of medications, and another for prescribing over-the-counter (OTC) medications.

The Department's mental health needs are being significantly enhanced through preparation of a comprehensive mental health program. A major supporting interim step was the creation of a mental health team to efficiently and effectively manage delivery to Special Management Unit (SMU) inmates at the Florence Complex starting in January 1990.

To aid in delivery of health care, major administrative steps were taken, including development of a long-range automation concept plan for the bureau; installation of FAX machines and terminals accessing the Adult Inmate Management System (AIMS) to expand and speed information flow with all health services facilities; comprehensive recommendations for prototypical health services facilities staff and equipment needs for the future; and completion of a three-year "objectives" plan supporting Departmental long-range goals and objectives.

Staff Development and Training

The Correctional Service Officer (CSO) Hiring Plan developed in 1989 projected a need to hire 1,109 Correctional Service Officers during Fiscal Year 1989-90. As of June 1990, the Recruitment Unit for Selection and Hiring (RUSH) had hired 893 applicants. Included were 44 new Correctional Service Officers for Winslow and Safford quick-build beds and 101 for double bunking of ASPC-Perryville. During the year, 27 centralized COTA classes were held in addition to two regional academies. A total of 780 new Correctional Service Officers graduated.

In July 1989, the Staff Development/Training Bureau began a centralized process of entering training records into the Arizona Payroll, Personnel, Leave, Education System (APPLES). This process has proved to be most effective in analyzing and reviewing employee training records.

COTA undertook the process of reviewing and revising their curriculum for submission to the Arizona Law Enforcement Officers Advisory Council for their approval.

Planning Bureau

The Planning Bureau worked with the Adult Institutions Division to prepare, print and distribute an informational pamphlet which outlines inmates' basic rights, privileges, responsibilities and important ADC policies. The handbook is presented to all inmates during reception center processing as part of their orientation.

The Planning Bureau also developed an implementation plan for a proposed new system of written instructions that will simplify the policy development process, reduce repetition and redundancy at the different levels of instructions and better organize and coordinate policies and procedures at different organizational levels.

The current policy manual has become lengthy, repetitious, poorly organized and difficult to update and use.

Three important administrative rules and policies were promulgated concerning monitoring, tape recording and scheduling of inmate telephone calls; public attendance at Board of

Pardons and Paroles hearings in prisons; and medical and physical requirements for appointment as a Correctional Service Officer.

Policies regarding provisional and temporary release of inmates were written to increase the number of inmates released. Inmates are considered for these two release types if they meet all relevant criteria and if their public risk classification score is 3 or less; their sex offense score is 3 or less; and their institutional risk score is 4 or less. Based on a case-by-case review, the Assistant Director of Community Corrections will determine the release status of inmates with institutional risk scores of 4. A risk assessment of all potential release will be conducted.

Policies regarding maximum and progressive behavior control of inmates were written to prescribe the Department's treatment procedures for inmates who indicate self-abusive behavior or behavior that is a serious threat to others. The Department progressively increases the degree of correction based on the inmate's response, or lack of response to, corrective measures.

In conjunction with the Director's Office, the Planning Bureau developed prison population projections which are used to determine both short and long-term plans for building additional prison beds. The population projection model allows the Department to anticipate the impact of alternatives to incarceration and proposed legal or policy changes on projected population. During the year, it was determined through the analysis of time series data that the front-end alternatives to incarceration, namely Shock Incarceration, Intensive Probation Supervision (IPS), and the Community Punishment Program (CPP) have not had a significant impact on prison population growth during recent months.

A validation study was completed of an objective risk assessment instrument developed for use by the Department in screening temporary and provisional release candidates. It is anticipated that this instrument will be installed on the Department's new AS/400 minicomputer during Fiscal Year 1990-91. In addition, the instrument is projected to be used in conjunction with a statewide "Operation Boomerang" program, in which local authorities are to be notified of the pending unsupervised release of exceptionally high-risk offenders. Offenders likely to commit serious crimes will be placed under intensive surveillance by law enforcement officers. It is hoped that these offenders will either be prevented from committing new offenses or will be rapidly reincarcerated if they do commit new crimes.

The Department's Video Production Manager produced an award-winning documentary of the Department's Shock Incarceration Program.

Working For Productivity

Given limited resources, both fiscal and human, and an increasing demand for government services, Governor Mofford established the Arizona Government Productivity Program. The program is designed to produce better management of ongoing state government programs through cost savings, cost avoidance, revenue enhancements and improved services. The program provides the opportunity for new ideas, fresh thinking and innovative approaches to both the day-to-day operations and long-range plans of state government. The program relies on proven, time-tested professional management techniques, organized oversight, accountability and information sharing, coupled with positive incentives for good performance. As a program requirement, each state agency is required to develop and submit to the Governor's Office a three-year strategic plan.

Management that maintains a healthy balance between task and people orientation has long been a standard feature of effective organizations. Therefore, the Arizona Department of Corrections created a two-prong approach to the Governor's Productivity Program. ADC's approach is grounded in the concept that elevating the standards of excellence of every person throughout the Department requires an enhanced planning/accountability process administered by a cadre of professional corrections managers. Adapting existing management by objectives (MBO) theory and practice to the unique needs of the correctional setting, ADC created a Management by Objectives for Results (MOR) Program. Complementing the MOR Program is extensive training of management in leadership and personal effectiveness training of management.

In the MOR Program, employee groups:

- examined the Department's mission statement
- identified key results areas
- developed and nominated goals and objectives.

In late April 1990, a cross-section of top and middle management participated in a two-day strategic planning session. Using computerized technology, these managers identified seven key strategic issues and developed major long-range plans to address these strategic issues. They also elected goals and objectives from those that were nominated. The resulting 10-Year Plan represents the combined efforts of hundreds of employees from all levels of the Department. Part One of the plan provides a sound and professional basis for the operation of ADC over the next three years. Part Two of the plan is an extension of Part One, with an emphasis on future bed needs and future construction projects.

The interpersonal effectiveness training provides managers with the skills needed to adapt to the changing needs of their work forces, resulting in improved organizational and individual productivity.

During Fiscal Year 1990-91, Department management will review, revise and report on their progress toward achieving their objectives. Interpersonal effectiveness training will continue with unit managers participating.

Administration Division

The Division of Administration is comprised of the bureaus of Business and Finance, Facility Management, Management Information Services, and Management and Budget. Additionally, the Communications Unit and the food service administration function fall under the auspices of this division.

The Bureau of Business and Finance is responsible for the payroll, accounting, contracts administration, systems control, and equipment inventory functions for the Department. On behalf of the Department of Corrections, Business and Finance contracted with U.S. Commercial Telephone for the installation of inmate pay phones. The inmate pay telephone system, which was installed at no cost to the agency, is operational at ASPC-Perryville, ASPC-Florence, ASPC-Douglas, ASPC-Phoenix, ASPC-Tucson, ASPC-Winslow, ASP-Yuma and ASP-Safford. Due to the lack of available lines and trunk space, the system could not be installed at the prison in Fort Grant. To date, there are approximately 9,000 users of the inmate telephone system and the pay phones have resulted in receipt of $135,434 for the Department's Inmate Activities and Recreation Fund. Telephone recording devices are connected to the phones and have greatly enhanced the security of the prisons in alerting officials to possible illegal activities. The new inmate telephone system should reduce the introduction of contraband and the opportunities for extortion.

The Facility Management Bureau's efforts and assistance to the Department of Administration were instrumental in the area of prison construction this past fiscal year. Listed below is a summary of the construction activities, as well as a recap of the funding and number of beds.

Quick-Build Bed Projects

The Joint Committee on Capital Review released approximately $2.9 million on March 1989 for the construction of 288 beds. This project included a 192 bed Level 2 addition to the ASPC-Winslow facility, at a cost of $1,943,823, and a 96 bed Level 2 addition to the ASP-Safford facility, at a cost of $963,547. The beds for both of these projects were occupied in December 1989.

In August 1989, the Joint Committee on Capital Review released $380,400 for the addition of 50 beds to the Winslow prison facility. These beds were completed and occupied in March 1990.

ASPC-Perryville, 808 Double-Bunked Level 2 and 3 Beds

A construction budget of $6,340,000 was appropriated by the passage of House Bill 2003 during the September Special Legislative Session, for the double bunking of 808 Level 2 and Level 3 inmate beds at ASPC-Perryville. The Department began moving inmates in to occupy 320 of the 808 beds in December 1989. To date, 748 of these 808 beds have been filled.

Arizona State Prison Complex-Winslow, 400 Level 4 Beds

This project increases the original 650 bed Winslow prison facility,

AGENCY PER CAPITA COSTS FISCAL YEAR 1990

ADULT	AVERAGE DAILY POPULATION	TOTAL EXPENDITURES	COST PER INMATE/OFFENDER ANNUAL	DAILY
PRISONS	12,887	$208,008,722	$16,141	$44.22
CORRECTIONAL RELEASE CENTERS	253	4,449,413	17,587	48.18
PAROLE/COMMUNITY SUPERVISION	3,220	5,323,883	6,228	17.06
JUVENILE				
INSTITUTIONS	764	25,259,548	33,062	90.58
CORRECTIONAL RELEASE CENTER	12	378,655	31,555	86.45
PAROLE/COMMUNITY PLACEMENTS	725	8,447,488	11,652	31.92

including expansion of the current housing, support, administration, academic and health spaces totaling 128,000 square feet. The project was funded in July 1988 for a total cost of $15,040,000 and the beds are scheduled for occupancy in September 1990.

ASPC-F/Eyman, Rynning Unit, 800 Level 4 Beds

This project was designed to provide a complete 800 bed Level 4 facility, including administrative/ support, kitchen/dining, Arizona Correctional Industries and vocational training buildings. Also included are complex administration and maintenance buildings. The total gross square footage for the buildings is 260,000. The project was funded in July 1988, at a total cost of $28,573,000 and is scheduled for occupancy in June 1991.

ASPC-F/Eyman, Allen Cook Unit, 800 Level 3 Beds

House Bill 2003, which was passed at the September Special Legislative Session, appropriated $709,800 for the Architect/Engineer fees for this Level 3 bed project. The selection of the A/E has been accomplished and the construction documents are in design. Funding for construction last month in the Second Regular Legislative Session (House Bill 2296), totaling $23,800,000, enabled these 800 beds to be scheduled for occupancy beginning November 1992.

ASP-Safford, 250 Level 3 Beds

The second project that was funded at the September 1989 Special Session, as part of House Bill 2003 included the appropriation of $308,300 for Architect and Engineering services for the design of 250 Level 3 beds at ASP-Safford. The construction funding of $8,267,700 was approved in the Capital Outlay Bill (Senate Bill 1007), in the Third Regular Legislative Session. The current ADC occupancy date for these beds is scheduled for September 1992. Construction labor for this project will be done principally by inmates.

The total cost for 3,396 beds was $86,327,070, resulting in an average cost per bed of $25,420. According to the 1989 Corrections Yearbook published by the Criminal Justice Institute, Inc., the national overall average cost per bed is $53,663.

Recap of Construction Activities

# of beds	Level	Location	Cost
96	2	ASP-Safford	963,547
192	2	ASPC-Winslow	1,943,823
50	2	ASPC-Winslow	380,400
808	2/3	ASPC-Perryville	6,340,000
400	4	ASPC-Winslow	15,040,000
800	4	ASPC-F/Eyman/Rynning	28,573,000
800	3	ASPC-F/Eyman/Cook	24,509,800
250	3	ASP-Safford	8,576,500
3,396			$86,327,070

In August 1989, the Department submitted its Fiscal Year 1990-91 capital/renewal budget request totaling $259,601,000. Of the 1,543 new beds requested for Fiscal Year 1990-91, the legislature funded 1,193 new beds. Of the 118 capital/renewal projects requested for Fiscal Year 1990-91, the legislature funded two.

The Facility Management Bureau was actively involved in coordination and/or implementation of building renewal, endowment or capital appropriation funded improvement renovation projects.

Projects	Type of Funding	Total
7	New Capital Appropriation covering 13 projects	$5,272,000
3	Continuing Capital Appropriation	2,282,000
2	Risk Management Appropriation	413,300
28	Endowment/Building	2,722,000

Thirty of the above projects were handled exclusively by the Department of Corrections. One project of particular interest was the physical plant evaluation conducted at ASPC-Florence. This study identified non-code compliant or life safety issues to be corrected in selected buildings for four of the units. The prioritized results of this evaluation were distributed to legislators, the Executive Budget Office, Joint Legislative Budget Committee and other interested staff members. The report was also used to prepare the Department's capital budget request.

The Department of Corrections has expanded its conservation efforts which had begun with a pilot program at ASPC-Perryville. Over the past several months, Department representatives have met with staff from Arizona Public Service (APS) and the Department of Energy and asked them to review our current construction plan documents. They have made several recommendations to reduce energy usage and costs, which have been implemented. Currently, APS and the Energy Department are reviewing the Department's existing prisons and will make similar recommendations to conserve energy and cut costs. In concert with this energy management activity, the Department has instituted water conservation programs at all of its facilities which mandate that no more than 200 gallons of water are to be used per inmate per day.

Due to the implementation of the Certified Driver's License (CDL) program by the Department of Transportation, the Department of Corrections' fleet management has been certified by the Department of Transportation to be a CDL Certifier for its drivers. In accordance with the CDL program, the Department has reviewed its fleet to determine the number of Class A, B and C vehicles so it can ensure its drivers are appropriately tested and licensed. The Department's fleet management has also completed the inspections of its vehicles at all institutions to ensure compliance with the preventive maintenance program.

Because of various changes in laws and rules, the Department's Safety and Loss Control Manual which was originally issued in April 1988 required revision. The Facility Management Bureau completed the revision of three major policies that comprise the manual, which include the areas of industrial injury/occupational illness, personal injury review, process filing, property losses, federal safety and health postings, and fire prevention and control.

They have also added the agency's Hazardous Materials Emergency Response Plan to its contents. The manual will be published and distributed in the near future. The Department's safety policy is also being revised to include the provisions of new laws and changes to those already in existence. When finalized, it will be included into the Department's Safety and Loss Control Manual.

ADC has completed underground storage tank tightness testing on its 44 active underground tanks and associated systems. Ten tanks were originally identified as leaking; however, after site assessments and characterizations were performed, 13 were actually removed. The failures had been reported to the Department of Environmental Quality (DEQ). The remediation requirements for these sites are being reviewed by DEQ, the Department of Administration's Risk Management Division, and Department of Corrections' staff, and remediation should begin in September 1990. Additionally, the Department has begun replacement of all underground storage tank systems with above ground systems for those tanks that

were found to be leaking. The total funding identified for this program is $254,000.

The Bureau of Management Information Services, which was formerly called the Bureau of Telecommunications was reorganized in early June 1990 to reflect responsibility for the Department's data processing and systems development function. The other communications activities previously assigned to this area were placed under the Assistant Director for the division, via the Communications Manager, so bureau management could devote its energy to reviewing and prioritizing requests for the development of new applications and maximizing the use of existing systems.

One of the bureau's most challenging tasks is to systematically re-evaluate the MIS needs of each facility, and ensure requirements to accommodate growth and expansion are met. This involves a periodic re-allocation of equipment and ongoing requests for system enhancements. Due to the unprecedented inmate growth and increasing requests for data management applications, the current system processor was determined to be inadequate. A larger, more sophisticated processor was purchased to accommodate immediate and future needs. The three smaller Central Office processors which were previously used have been transferred and installed at the institutions which were in need of upgrading their capabilities due to recent expansion.

The Bureau of Management Information Services wrote the Department's Three-Year Automation Plan, which was reviewed by an independent consultant group. The consultants' recommendations included the formation of various committees. These recommendations have been implemented and the following four committees were formed to perform the functions listed:

- The Automation Advisory Committee is responsible for developing the Department's Three-Year Automation Plan and overseeing the other committees related to this function.
- The LANS (Local Area Network System) Standards Committee will standardize the Local Area Network System throughout the agency, including the related equipment and software.
- The AIMS (Adult Information Management Systems) Assessment and User Committee will complete a needs assessment, review and prioritize requests for services and coordinate with the Bureau of Management Information Services to provide oversight to the new applications.
- The STARS (Standard Accounting Reporting System) and APPLES (Arizona Personnel, Payroll, Leave and Education System) Assessment and User Committee is responsible for completing a needs assessment, reviewing and prioritizing requests for services and coordinating with the Bureau of Management Information Services to provide oversight to the new applications.

In addition to providing support, guidance and expertise to the users of the Department's data management network and enhancements to the existing system, the bureau undertook the design, development and implementation of the Inmate Visitation Module, which has been functioning for the past six months and is an integral part of the inmate tracking system. The Victim Notification Module was developed and installed to satisfy the notification requirements set forth by A.R.S. 31-351.

The Bureau of Management and Budget is responsible for budget development and control, position control, special management studies and the business manager function for the division. The efforts of the bureau resulted in a Fiscal Year 1990-91 operating budget appropriation of $250,117,700. As a result of the Special Legislative Session in September 1989, the bureau revised the Fiscal Year 1990-91 operating budget to incorporate adjustments from transfers authorized to double bunk inmates at ASPC-Perryville and activate the 338 quick-build beds (242 at ASPC-Winslow and 96 at ASP-Safford).

Management and Budget prepared the 1%, 2%, and 4% contingency budget reduction plans for Fiscal Year 1989-90 based on the Governor's directive. These plans represented one-time expenditure reductions. Additionally, based on instructions from the Executive Budget Office, the bureau prepared its reduced budget options package identifying 5% of its continuation budget and the temporary reductions necessary to achieve it. The bureau also identified an additional 10% in permanent budget reductions plus offsetting base budget reductions for high priority policy issues.

In accordance with the Fiscal Year 1990-91 appropriations bill, the Bureau of Management and Budget prepared a report detailing the items eliminated from the agency's $246 million appropriation and submitted it to the Department of Administration. The $2,460,000 detail indicated the category of reduction and the impact on the agency.

In compliance with the Fiscal Year 1990-91 appropriation, alternatives and recommendations were formulated to comply with the Department's requirement to cut more than 137.5 FTE positions from the authorized budget base. The 137.5 FTE positions include the following:

88.0	associated with the general FTE position reduction
9.0	associated with specific cuts for Adult Institutions (5.0) and Administration (4.0)
8.0	associated with the Home Arrest Program
32.5	associated with the creation of the new Juvenile Corrections Department. (This number does not include the 44.5 health positions transferred.)

The Bureau of Management and Budget was responsible for providing the base data, instructions and coordination for all divisions and for preparing the Central Office briefing packets for the legislature. The briefing packets outlined all Department positions and the functions they performed. A presentation was made to Representative Henry Evans' Sub-Committee and Joint Legislative Budget Committee staff by the Assistant Directors. The bureau administrators were also present to justify the positions in their respective areas and to respond to questions.

The Annual Standardized Contract Evaluation Report was prepared by the Bureau of Management and Budget as required by the legislature. The report addressed community and institution-based substance abuse, psychological counseling, sex offender treatment, juvenile day support, foster care, residential services, and juvenile female beds.

With the split of the Juvenile Division from this agency to become a separate department, the Bureau of Management and Budget was given the responsibility of working with agency personnel to identify the funds, positions and equipment for transfer to the new Department of Juvenile Corrections. The required transfers were accomplished within the given timeframes.

The annual per capita report was

prepared which identifies the direct and indirect costs associated with each operational unit within the Department. In addition to per capita historical information, the report includes historical budget information covering the agency's request, appropriation and actual expenditures since Fiscal Year 1980-81.

In June 1990, the Communications Unit was given the sole responsibility for managing the radio and telephone communications network, security and mail room operations, and was placed under the direction of the division's Assistant Director. As part of their efforts to control costs incurred by this agency, the Communications Unit determined that the costs for radio purchase and repair were excessive and conducted an audit of the invoices from the vendor. The efforts expended resulted in the discovery of numerous billing errors, duplicate invoices and other discrepancies resulting in a credit for the agency of over $50,000. All invoices for this activity are now being monitored at a central point to avoid future problems. Another cost control measure initiated was an audit of the Department's telephone expenses to determine if there are areas in which savings can be realized without compromising services. Although the audit is still in process, a recommendation to eliminate two "speed dial" numbers was approved and implemented. Final recommendations will be presented to management upon completion of the audit.

Food service administration has ensured that the $370,000 appropriation for new kitchen equipment has been expended. The desperately needed equipment has noticeably improved kitchen operations while reducing utility costs and maintenance.

Shortages of meat in certain menu items on contract with a food vendor for service at ASPC-Douglas and ASPC-Tucson were discovered this year, totaling $58,270. After extensive negotiations, the vendor agreed to reimburse the Department a cash payment of $8,750 and to continue serving main dish food items at 4 and 5 ounce portions versus a contract specification requirement of 12-15% less product. They also agreed to maintain the Department's milk prices through July.

Food service administration was also involved in the development of prototypical kitchens which provided excellent visibility,and addressed previous security concerns. Also, space required for cooking equipment was decreased through the use of modern equipment.

The Division of Administration was given the responsibility of developing a manual which would standardize the manner and methods of new prison construction in the state. Management of both the Departments of Administration and Corrections agree that the current and projected growth in the inmate population will result in the need to construct many new institutions and to expand existing institutions. With the burden of the current state deficit and the numerous budget reductions already experienced, it is imperative that the funds allocated to prison construction and operation are expended in the most cost-effective manner possible. The end result will be entitled the Arizona New Prison Manual which will contain detailed standards for new prison construction and operation. The manual, which is scheduled for completion by January 1991, will also outline the most effective use of available resources, compare methods of improvement in life cycle costs and establish consistency in the planning, design, construction, staffing and operation of future institutions. The standards that will be developed will reflect the knowledge gained from past experience and current technology/ methodology relating to all areas that must be addressed to establish a new facility.

Additionally, this manual will be the only source of reference required for new prison beds, as it will be designed in a manner that will allow periodic updates as necessary. It will serve as justification for various institutional needs and drastically reduce the number of hours spent researching and preparing presentations to verify requests for funding. Adherence to the manual will also allow the Department to be in control of its allocated funds.

The division also established an inmate work crew operation, which is supervised by an institutional staff member. The crew performs renovation activities and minor routine maintenance functions for the three buildings in the Capitol Mall that are occupied by ADC staff.

Arizona Correctional Industries Division

Following the mandate set forth by the Arizona State Legislature in 1981, Arizona Correctional Industries (ACI) continued its management of the prison industries program. Under the leadership of the Assistant Director, the administration of the statewide program is coordinated through three bureaus, Operations and Agribusiness, Business and Finance, and Marketing and Sales.

Structured along the lines of private industry, the division operates under the guidelines of a three fold mission, which includes:

- Producing and marketing quality products and services, primarily to meet the needs of state and local governments and non-profit organizations.
- Combating inmate idleness, developing good working habits and teaching marketable skills that will aid the inmate in securing and holding gainful employment upon release.
- Operating according to sound professional business practices to achieve the goal of self-sufficiency.

In carrying out this mission, ACI engages in both manufacturing and agribusiness operations as well as supplying contract labor, working on construction projects and conducting joint ventures with private sector companies.

The manufacturing operations of the division are somewhat unique in their diversity. As opposed to most businesses with limited production lines, ACI's product mix includes items such as engraved name plates, vinyl binders, decals, license plates, pillows and mattresses, wood desks and credenzas, ergonomic chairs, detention furniture, park benches and tables, modular seating and upholstered couches, barbecue grills, road and regulatory signs, and modular office systems. ACI lists in excess of 600 standard products in their catalog, with two-thirds of them on state contract as authorized by the State Procurement Set-Aside Committee.

ACI's agribusiness activities were sharply curtailed during Fiscal Year 1989-90 with the closure of the division's dairy, hog farm and slaughterhouse operations. During the year, the dairy herd was sold at auction, as were the dairy, slaughterhouse and hog ranch equipment. These auctions returned more than $471,200 to ACI's revolving fund. Presently, agricultural business is limited to the growing and harvesting of alfalfa hay and cotton which are sold to the private sector and the Department of Corrections.

The combined effect of the division's program is substantial when measuring cost-effectiveness; nearly $2 million is saved by city, county and state governments in labor costs through the use of inmates in various work projects. ACI customers realized nearly $1.5 million in savings through the purchase of products and services from the division as opposed to alternative sources of supply.

Substantiation of ACI's economic contributions to the state were documented in a report that was provided by the Center for Business Research at Arizona State University's College of Business. The study conducted by the center provided detailed information on actual and projected dollar savings to several different levels of the local economy, including $3.1 million saved by the Department of Corrections alone. This sum was realized through reductions in inmate support costs, ADC supervision costs for inmates employed by ACI and substitution of ACI on-the-job training for ADC education and training activities.

Plans are underway to continue monitoring the economic impact of ACI's programs through ongoing study conducted by ASU's Business Research Center. The tracking process will be an invaluable aid in demonstrating the efficiency of the state's prison industries. It will pinpoint trends that will assist the administrative staff in the decision-making process in the future.

Two new industries were established recently as a direct result of the integrated planning for new industries program that was implemented last year. Winslow inmates are now involved in a coupon rebate fulfillment operation that includes computer training. In Perryville, a data entry operation has been started that also is providing computer training to female inmates. Both of these new operations are fulfilling ACI's mission to provide viable trade skills that should enable inmates to enter the job market upon their release.

Potential new industries currently under study are sign blank refurbishing, production of cleaning compounds and expansion of the garment operations product line. The in-depth nature of the integrated planning program will demonstrate whether or not ACI should enter these new or expanded areas in a cost-effective manner and allow the division to keep self-sufficiency as one of its main objectives.

Another dynamic possibility that looms on ACI's horizon is the activation of recommendations by the Governor's Interagency Task Force, a committee formed last year to "explore alternative policies designed to maximize state agency purchases and use of ACI products and services." The task force, comprised of agency directors or representatives from the Departments of Administration, Corrections, Public Safety, Economic Security, Transportation, Revenue, Health Services, Commerce and State Parks, as well as two private sector members, held a series of meetings and conducted tours of prison industry facilities in Arizona and California.

Task force subcommittees have provided a list of suggested recommendations for facilitating the purchase of ACI goods and services; the decision regarding enactment or revision of their recommendations is currently pending. If just a portion of what the task force has suggested is put into effect, the benefits that will be accrued by ACI are excellent in terms of increases in both revenue and inmate employment.

After nearly ten years in operation, ACI is prepared to meet the challenges of this last decade of the twentieth century. Sound business management and planning are high on the division's agenda for the nineties. ACI will endeavor to keep pace with the escalating prison population by continuing to add new industries and expand existing lines.

Juvenile Corrections Division

The Juvenile Division managed five juvenile correctional facilities during the Fiscal Year 1989-90. Community Services for juveniles included one community center for males, four parole offices, one non-residential school/treatment center and a variety of contracted residential, day support and specialized counseling programs. There was an average of 741 juvenile offenders under institutional supervision and an average of 835 juvenile offenders under community supervision during the year.

State law requires juvenile offenders be charged two-thirds of all wages from institutional work programs for restitution, monetary assessment or room and board. The division collected and deposited $32,900 with the State Treasurer for restitution and monetary assessments and $81,600 for room and board during the fiscal year. Parental assessment funds of $77,900 were also collected.

During the 38th Legislative Session Senate Bill 1034 was passed and signed by Governor Mofford. This bill established the Arizona Department of Juvenile Corrections (ADJC) as a separate agency effective July 1, 1990. The law also established the educational program within ADJC as a school system eligible for the average daily attendance fund from the Department of Education.

Governor Mofford also issued an Executive Order creating the Governor's Select Commission on Juvenile Corrections. The order stated that:

> ". . . community leaders and criminal justice professionals have identified the need to develop a plan for juvenile corrections, to ensure individualized treatment of juvenile offenders and placement in the least restrictive environment possible and to provide a safe environment that is conducive to the rehabilitation of juvenile offenders."

In May 1990, the commission delivered a report detailing 42 specific recommendations to the Governor. One of those recommendations called for the creation of a task force that would oversee the implementation of the commission's recommendations. On June 5, 1990 Governor Mofford issued an Executive Order creating the Governor's Task Force on Juvenile Corrections, detailing three areas of concern to be addressed by the task force: the juvenile offender's right to treatment; the least restrictive environment philosophy; and a continuum of care.

During the months prior to the separation date of July 1, 1990, the new department formulated its mission statement, goals and objectives. The mission statement declares:

> "The Arizona Department of Juvenile Corrections is a partnership of professionals and volunteers entrusted by the citizens of the state with a responsibility to promote public safety by reducing delinquency; while providing education and other opportunities for committed youth to grow and develop into responsible and productive individuals in the community."

Its stated goals are:

1. ADJC will operate and maintain healthy, safe, secure, treatment-focused juvenile institutions.
2. The staff of ADJC will take a proactive role in providing public information and education programs.
3. ADJC will recruit, retain and develop and promote a professional multi-cultural staff.
4. ADJC staff will develop a comprehensive diagnostic evaluation system for youth and by 1991 will establish regional diagnostic centers.
5. ADJC will develop program and resources that are sensitive to cultural diversity.
6. The current population of incarcerated youth as of July 1, 1990 will be reduced by 20% by July 1991.
7. The ADJC staff will recruit, train and foster the retention of 200 additional volunteers by July 1991.
8. The Education Administrator will establish a fully accredited education program by July 1, 1991 that enhances the quality and improves the education services to youth while under the supervision of ADJC.
9. ADJC staff will develop additional community-based facilities and intensive home-based services.
10. ADJC staff will establish a comprehensive pre-service and in-service training institute.

On July 1, 1990 the Arizona Department of Juvenile Corrections officially became one of the state's newest agencies, with its offices at 1645 West Jefferson in Phoenix.

Sentence Lengths by Sex

	Male	(%)	Female	(%)	Total	(%)
Under 1 Year	388	(3.0)	37	(4.8)	425	(3.1)
1 Year	1,042	(8.1)	81	(10.4)	1,123	(8.2)
2 Years	764	(5.9)	58	(7.5)	822	(6.0)
3 Years	581	(4.5)	36	(4.6)	617	(4.5)
4 Years	1,363	(10.5)	116	(14.9)	1,479	(10.8)
5 Years	2,014	(15.6)	150	(19.3)	2,164	(15.8)
6 Years	416	(3.2)	36	(4.6)	452	(3.3)
7 Years	1,429	(11.0)	105	(13.5)	1,534	(11.2)
8 Years	344	(2.7)	26	(3.3)	370	(2.7)
9 Years	159	(1.2)	5	(.6)	164	(1.2)
10 Years	1,210	(9.4)	50	(6.4)	1,260	(9.2)
11 Years	149	(1.2)	2	(.3)	151	(1.1)
12 Years	282	(2.2)	6	(.8)	288	(2.1)
13 Years	39	(.3)	2	(.3)	41	(.3)
14 Years	251	(1.9)	9	(1.2)	260	(1.9)
15 Years	578	(4.5)	11	(1.4)	589	(4.3)
16 Years	27	(.2)	0	(0)	27	(.2)
17 Years	81	(.6)	1	(.1)	82	(.6)
18 Years	75	(.6)	7	(.9)	82	(.6)
19 Years	26	(.2)	1	(.1)	27	(.2)
20 Years	175	(1.4)	3	(.4)	178	(1.3)
21 Years or more	859	(6.6)	18	(2.3)	877	(6.4)
Life	585	(4.5)	18	(2.3)	603	(4.4)
Death	84	(.7)	0	(0)	84	(.6)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Prior Felony Convictions by Sex

	Male	(%)	Female	(%)	Total	(%)
None	3,852	(29.8)	367	(47.2)	4,219	(30.8)
One	2,599	(20.1)	154	(19.8)	2,753	(20.1)
Two	1,695	(13.1)	100	(12.8)	1,795	(13.1)
Three	999	(7.7)	83	(10.7)	1,082	(7.9)
Four	540	(4.2)	35	(4.5)	575	(4.2)
Five	317	(2.5)	12	(1.5)	329	(2.4)
Six	169	(1.3)	9	(1.2)	178	(1.3)
More Than Six	294	(2.3)	8	(1.0)	302	(2.2)
Unknown	2,456	(19.0)	10	(1.3)	2,466	(18.0)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

County of Commitment by Sex

	Male	(%)	Female	(%)	Total	(%)
Apache	42	(.3)	3	(.4)	45	(.3)
Cochise	243	(1.9)	11	(1.4)	254	(1.9)
Coconino	303	(2.3)	18	(2.3)	321	(2.3)
Gila	100	(.8)	3	(.4)	103	(.8)
Graham	98	(.8)	2	(.3)	100	(.7)
Greenlee	10	(.1)	2	(.3)	12	(.1)
La Paz	92	(.7)	3	(.4)	95	(.7)
Maricopa	7,408	(57.3)	488	(62.7)	7,896	(57.7)
Mohave	401	(3.1)	18	(2.3)	419	(3.1)
Navajo	150	(1.2)	6	(.8)	156	(1.1)
Pima	2,548	(19.7)	151	(19.4)	2,699	(19.7)
Pinal	410	(3.2)	17	(2.2)	427	(3.1)
Santa Cruz	98	(.8)	1	(.1)	99	(.7)
Yavapai	355	(2.7)	16	(2.0)	371	(2.7)
Yuma	569	(4.4)	25	(3.2)	594	(4.3)
Out of State	94	(.7)	14	(1.8)	108	(.8)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Claimed Education Level by Sex

	Male	(%)	Female	(%)	Total	(%)
None	693	(5.4)	11	(1.4)	704	(5.1)
Elementary	1,974	(15.3)	121	(15.6)	2,095	(15.3)
Secondary	7,518	(58.2)	510	(65.5)	8,028	(58.7)
High School Graduate	1,230	(9.5)	95	(12.2)	1,325	(9.7)
2 Years of College	408	(3.2)	25	(3.2)	433	(3.2)
4 Years of College	45	(.3)	2	(.3)	47	(.3)
Bachelors Degree	52	(.4)	7	(.9)	59	(.4)
Graduate Degree	17	(.1)	2	(.3)	19	(.1)
Unknown	984	(7.6)	5	(.6)	989	(7.2)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Commitment Offenses by Sex

	Male	(%)	Female	(%)	Total	(%)
AGAINST PERSONS						
Homicide	1,146	(8.8)	68	(8.7)	1,214	(8.9)
Kidnapping	282	(2.2)	6	(.8)	288	(2.1)
Sexual Assault	865	(6.7)	4	(.5)	869	(6.3)
Robbery	1,151	(8.9)	41	(5.2)	1,192	(8.7)
Assault	1,031	(8.0)	37	(4.7)	1,068	(7.8)
SUB-TOTAL	4,475	(34.6)	156	(20.0)	4,631	(33.8)
PROPERTY						
Arson	50	(.4)	2	(.3)	52	(.4)
Burglary	1,847	(14.3)	84	(10.8)	1,931	(14.1)
Larceny	1,366	(10.6)	100	(12.9)	1,466	(10.7)
Vehicle Theft	64	(.5)	0	(0)	64	(.5)
Forgery-Fraud	372	(2.9)	92	(11.8)	464	(3.4)
Other Property	440	(3.4)	24	(3.1)	464	(3.4)
SUB-TOTAL	4,139	(32.1)	302	(38.8)	4,441	(32.5)
MORALS-DECENCY						
Dangerous Drugs	2,443	(18.9)	229	(29.4)	2,672	(19.5)
Sex Offenders	697	(5.4)	6	(.8)	703	(5.1)
Other Morals-Decency	66	(.5)	25	(3.2)	91	(.7)
SUB-TOTAL	3,206	(24.8)	260	(33.4)	3,466	(25.3)
PUBLIC ORDER						
DWI	567	(4.4)	32	(4.1)	599	(4.4)
Other Public Order	338	(2.6)	14	(1.8)	352	(2.6)
SUB-TOTAL	905	(7.0)	46	(5.9)	951	(7.0)
MISCELLANEOUS	196	(1.5)	14	(1.8)	210	(1.5)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Race Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
Caucasian	6,596	(51.0)	424	(54.5)	7,020	(51.2)
Black	2,145	(16.6)	148	(19.0)	2,293	(16.7)
Native American	412	(3.2)	32	(4.1)	444	(3.2)
Spanish Origin	3,619	(28.0)	171	(22.0)	3,790	(27.7)
Asian/Pacific Islander	13	(.1)	0	(0)	13	(.1)
Other	136	(1.1)	3	(.4)	139	(1.0)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Age Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
15-20	697	(5.4)	26	(3.3)	723	(5.3)
21-24	1,933	(15.0)	97	(12.4)	2,030	(14.8)
25-29	2,975	(23.0)	227	(29.2)	3,202	(23.4)
30-34	2,750	(21.3)	195	(25.1)	2,945	(21.5)
35-39	1,990	(15.4)	111	(14.3)	2,101	(15.3)
40-44	1,200	(9.3)	56	(7.2)	1,256	(9.2)
45-49	647	(5.0)	29	(3.7)	676	(4.9)
50-54	334	(2.6)	15	(1.9)	349	(2.5)
55-59	183	(1.4)	11	(1.4)	194	(1.4)
60-Older	212	(1.6)	11	(1.4)	223	(1.6)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Marital Status by Sex

	Male	(%)	Female	(%)	Total	(%)
Single	6,245	(48.3)	325	(41.7)	6,570	(48.0)
Legally Married	2,749	(21.3)	187	(24.1)	2,936	(21.4)
Separated	305	(2.4)	60	(7.7)	365	(2.7)
Divorced	1,706	(13.2)	157	(20.2)	1,863	(13.6)
Widowed	63	(.5)	29	(3.7)	92	(.7)
Common Law Marriage	201	(1.6)	2	(.3)	203	(1.5)
Unknown	1,652	(12.8)	18	(2.3)	1,670	(12.2)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Number of Dependents by Sex

	Male	(%)	Female	(%)	Total	(%)
None	5,837	(45.2)	228	(29.3)	6,065	(44.3)
One	2,201	(17.0)	203	(26.1)	2,404	(17.5)
Two	1,736	(13.4)	152	(19.6)	1,888	(13.8)
Three	1,070	(8.3)	99	(12.7)	1,169	(8.5)
Four	535	(4.1)	50	(6.1)	585	(4.3)
Five	258	(2.0)	25	(3.2)	283	(2.1)
Six	119	(.9)	8	(1.0)	127	(.9)
More Than Six	137	(1.1)	9	(1.2)	146	(1.1)
Unknown	1,028	(8.0)	4	(.5)	1,032	(7.5)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Felony Type by Sex

	Male	(%)	Female	(%)	Total	(%)
Non-Dangerous/Non-Repetitive	8,648	(66.9)	612	(78.6)	9,260	(67.6)
Non-Dangerous/One Prior	1,403	(10.9)	72	(9.2)	1,475	(10.8)
Non-Dangerous/Two Priors	642	(5.0)	16	(2.1)	658	(4.8)
Dangerous/Non-Repetitive	1,509	(11.7)	62	(8.0)	1,571	(11.5)
Dangerous/One Prior	123	(.9)	6	(.8)	129	(.9)
Dangerous/Two Priors	123	(.9)	2	(.3)	125	(.9)
Other/Not Applicable	473	(3.7)	8	(1.0)	481	(3.5)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Felony Class by Sex

	Male	(%)	Female	(%)	Total	(%)
Class 1	400	(3.1)	21	(2.7)	421	(3.1)
Class 2	3,054	(23.6)	188	(24.2)	3,242	(23.7)
Class 3	4,228	(32.7)	188	(24.2)	4,416	(32.2)
Class 4	2,446	(18.9)	214	(27.5)	2,660	(19.4)
Class 5	1,131	(8.8)	71	(9.1)	1,202	(8.8)
Class 6	1,165	(9.0)	88	(11.3)	1,253	(9.2)
Old Code	434	(3.4)	8	(1.0)	442	(3.2)
Other	63	(.5)	0	(0)	63	(.5)
TOTAL	12,921	(100%)	778	(100%)	13,699	(100%)

Felony Type by Sex

	Male	(%)	Female	(%)	Total	(%)
Non-Dangerous/Non-Repetitive	6,313	(86.7)	643	(95.6)	6,956	(87.5)
Non-Dangerous/One Prior	519	(7.1)	17	(2.5)	536	(6.7)
Non-Dangerous/Two Priors	161	(2.2)	2	(.3)	163	(2.0)
Dangerous/Non-Repetitive	209	(2.9)	8	(1.2)	217	(2.7)
Dangerous/One Prior	15	(.2)	0	(0)	15	(.2)
Dangerous/Two Priors	14	(.7)	0	(0)	14	(.2)
Other	54	(.7)	3	(.4)	57	(.7)
TOTAL	7,285	(100%)	673	(100%)	7,958	(100%)

Felony Class by Sex

	Male	(%)	Female	(%)	Total	(%)
Class 1	75	(1.0)	4	(.6)	79	(1.0)
Class 2	718	(9.9)	50	(7.4)	768	(9.7)
Class 3	1,526	(20.9)	74	(10.9)	1,600	(20.1)
Class 4	1,606	(22.0)	189	(28.1)	1,795	(22.6)
Class 5	1,520	(20.9)	98	(14.6)	1,618	(20.3)
Class 6	1,796	(24.7)	258	(38.4)	2,054	(25.8)
Other	44	(.6)	0	(0)	44	(.6)
TOTAL	7,285	(100%)	673	(100%)	7,958	(100%)

Admission Types by Sex

	Male	(%)	Female	(%)	Total	(%)
Court Commitment-New	4,162	(57.1)	484	(71.9)	4,646	(58.4)
Court Commitment-Repeat	1,385	(19.0)	71	(10.5)	1,456	(18.3)
Temporary Placement of Release Violator (Pending Hearing)*	790	(10.8)	108	(16.0)	898	(11.3)
Interstate Placement	30	(.4)	1	(.2)	31	(.4)
Condition of Probation	425	(5.8)	8	(1.2)	433	(5.4)
Shock Incarceration Reception	468	(6.4)	0	(0)	468	(5.9)
Return From Escape	25	(.3)	1	(.2)	26	(.3)
TOTAL	7,285	(100%)	673	(100%)	7,958	(100%)

*Temporary placements are "roll-ups" pending further action. An example is a parole violator who is picked up for a possible violation of his conditions of supervision. This person is taken to detention and held for a few hours or days until a decision is made whether to uphold the violation. If the violation is upheld, he is given another move code and sent to one of the institutions.

Commitment Offenses by Sex

	Male	(%)	Female	(%)	Total	(%)
AGAINST PERSONS						
Homicide	171	(2.3)	15	(2.2)	186	(2.3)
Kidnapping	49	(.7)	3	(.4)	52	(.7)
Sexual Assault	204	(2.8)	1	(.1)	205	(2.6)
Robbery	318	(4.4)	14	(2.1)	332	(4.2)
Assault	566	(7.8)	33	(4.9)	599	(7.5)
SUB-TOTAL	1,308	(18.0)	66	(9.8)	1,374	(17.3)
PROPERTY						
Arson	22	(.3)	0	(0)	22	(.3)
Burglary	987	(13.5)	45	(6.7)	1,032	(13.0)
Larceny	1,133	(15.6)	155	(23.1)	1,288	(16.2)
Vehicle Theft	86	(1.2)	4	(.6)	90	(1.1)
Forgery-Fraud	230	(3.2)	72	(10.7)	302	(3.8)
Other Property	236	(3.2)	12	(1.8)	248	(3.1)
SUB-TOTAL	2,694	(37.0)	288	(42.9)	2,982	(37.5)
MORALS-DECENCY						
Dangerous Drugs	1,721	(23.6)	231	(34.3)	1,952	(24.5)
Sex Offenders	154	(2.1)	1	(.1)	155	(1.9)
Other Morals-Decency	36	(.5)	11	(1.7)	47	(.6)
SUB TOTAL	1,911	(26.2)	243	(36.1)	2,154	(27.1)
PUBLIC ORDER						
DWI	949	(13.0)	48	(7.2)	997	(12.5)
Other Public Order	365	(5.0)	23	(3.4)	388	(4.9)
SUB-TOTAL	1,314	(18.0)	71	(10.6)	1,385	(17.4)
MISCELLANEOUS	58	(.8)	5	(.7)	63	(.8)
TOTAL	7,285	(100%)	673	(100%)	7,958	(100%)

Race Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
Caucasian	3,621	(49.7)	361	(53.6)	3,982	(50.5)
Black	1,155	(15.9)	136	(20.2)	1,291	(16.2)
Native American	273	(3.7)	34	(5.1)	307	(3.9)
Spanish Origin	2,155	(29.6)	140	(20.8)	2,295	(28.8)
Asian/Pacific Islander	10	(.1)	1	(.1)	11	(.1)
Other	71	(1.0)	1	(.1)	72	(.9)
TOTAL	7,285	(100%)	673	(100%)	7,958	(100%)

Age Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
15-20	1,004	(13.8)	37	(5.5)	1,041	(13.1)
21-24	1,437	(19.7)	119	(17.7)	1,556	(19.5)
25-29	1,701	(23.3)	206	(30.6)	1,907	(24.0)
30-34	1,373	(18.8)	170	(25.3)	1,543	(19.4)
35-39	842	(11.6)	86	(12.8)	928	(11.7)
40-44	447	(6.1)	29	(4.3)	476	(6.0)
45-49	233	(3.2)	12	(1.8)	245	(3.1)
50-54	122	(1.7)	6	(.9)	128	(1.6)
55-59	55	(.8)	3	(.4)	58	(.7)
60-Older	70	(1.0)	5	(.7)	75	(.9)
Unknown	1	(0)	0	(0)	1	(0)
TOTAL	7,285	(100%)	673	(100%)	7,958	(100%)

County of Commitment by Sex

	Male	(%)	Female	(%)	Total	(%)
Apache	29	(.4)	1	(.1)	30	(.4)
Cochise	145	(2.0)	5	(.7)	150	(1.9)
Coconino	263	(3.6)	17	(2.5)	280	(3.5)
Gila	56	(.8)	2	(.3)	58	(.7)
Graham	42	(.6)	2	(.3)	44	(.6)
Greenlee	12	(.2)	4	(.6)	16	(.2)
La Paz	61	(.8)	3	(.4)	64	(.8)
Maricopa	4,432	(60.8)	454	(67.5)	4,886	(61.4)
Mohave	254	(3.5)	16	(2.4)	270	(3.4)
Navajo	91	(1.2)	4	(.6)	95	(1.2)
Pima	1,178	(16.2)	115	(17.1)	1,293	(16.2)
Pinal	188	(2.6)	14	(2.1)	202	(2.5)
Santa Cruz	61	(.8)	0	(0)	61	(.8)
Yavapai	199	(2.7)	15	(2.2)	214	(2.7)
Yuma	251	(3.4)	21	(3.1)	272	(3.4)
Other	23	(.3)	0	(0)	23	(.3)
TOTAL	7,285	(100%)	673	(100%)	7,958	(100%)

Average Months Served by Commitment Offense and Sex

	Male			Female			Total		
	AMS	#	(%)	AMS	#	(%)	AMS	#	(%)
AGAINST PERSONS									
Homicide	65	97	(1.6)	49	11	(1.8)	64	108	(1.6)
Kidnapping	52	36	(.6)	0	0	(0)	52	36	(.5)
Sexual Assault	49	89	(1.5)	0	0	(0)	49	89	(1.3)
Robbery	58	279	(4.7)	37	18	(3.0)	57	297	(4.5)
Assault	25	416	(6.9)	25	25	(4.1)	25	441	(6.7)
SUB-TOTAL	43	917	(15.3)	34	54	(8.9)	42	971	(14.6)
PROPERTY									
Arson	37	19	(.3)	40	1	(.2)	37	20	(.3)
Burglary	31	818	(13.6)	22	64	(10.5)	30	882	(13.3)
Larceny	20	944	(15.7)	16	133	(21.7)	20	1,077	(16.3)
Vehicle Theft	12	62	(1.0)	7	6	(1.0)	11	68	(1.0)
Forgery-Fraud	28	193	(3.2)	29	86	(14.1)	29	279	(4.2)
Other Property	28	247	(4.1)	26	16	(2.6)	27	263	(4.0)
SUB-TOTAL	25	2,283	(37.9)	21	306	(50.1)	25	2,589	(39.1)
MORALS-DECENCY									
Dangerous Drugs	21	988	(16.5)	18	172	(28.1)	20	1,160	(17.6)
Sex Offenders	45	83	(1.4)	23	1	(.2)	45	84	(1.3)
Other Morals-Decency	23	34	(.6)	25	13	(2.1)	24	47	(.7)
SUB-TOTAL	23	1,105	(18.5)	18	186	(30.4)	22	1,291	(19.6)
PUBLIC ORDER									
DWI	9	939	(15.7)	8	38	(6.2)	9	977	(14.8)
Other Public Order	19	247	(4.1)	24	17	(2.9)	20	264	(4.0)
SUB-TOTAL	11	1,186	(19.8)	13	55	(9.1)	11	1,241	(18.8)
SHOCK INCARCERATION	4	436	(7.3)	-	-	-	4	436	(6.6)
ALL OTHER CRIMES	37	74	(1.2)	32	9	(1.5)	36	83	(1.3)
TOTAL*	25	6,001	(100%)	21	610	(100%)	24	6,611	(100%)

AMS = Average Months Served

*Shock Incarceration Releases not included in AMS estimates.

Average Months Served by Felony Type and Sex

	Male		Female		Total	
	#	AMS	#	AMS	#	AMS
Non-Dangerous/Non-Repetitive	4,928	20	567	16	5,495	19
Non-Dangerous/One Prior	310	44	22	45	332	44
Non-Dangerous/Two Priors	83	69	0	0	83	69
Dangerous/Non-Repetitive	118	70	7	70	125	70
Dangerous/One Prior	5	87	1	81	6	86
Dangerous/Two Priors	2	80	0	0	2	80
Unknown/Not Applicable	119	99	13	142	132	103
TOTAL	5,565	25	610	21	6,175	24

Average Months Served by Felony Class and Sex

	Male		Female		Total	
	#	AMS	#	AMS	#	AMS
Class 1	2	132	0	0	2	132
Class 2	409	57	34	47	443	56
Class 3	1,036	39	83	28	1,119	38
Class 4	1,277	25	184	20	1,461	24
Class 5	1,391	12	96	14	1,487	12
Class 6	1,328	10	200	9	1,528	10
Unknown/Not Applicable	122	100	13	142	135	104
TOTAL	5,565	25	610	21	6,175	24

AMS = Average Months Served

Shock Incarceration releases not included in AMS estimates

Release Types by Sex

	Male	(%)	Female	(%)	Total	(%)
Expiration	459	(7.6)	31	(5.1)	490	(7.4)
To Probation	406	(6.8)	21	(3.4)	427	(6.5)
Shock Incarceration	436	(7.3)	0	(0)	436	(6.6)
Mandatory Release	338	(5.6)	20	(3.3)	358	(5.4)
Parole	1,048	(17.5)	134	(21.9)	1,182	(17.9)
Temporary Release	1,230	(20.4)	172	(28.1)	1,402	(21.2)
Work Furlough	236	(3.9)	51	(8.4)	287	(4.3)
Discretionary Release	4	(.1)	0	(0)	4	(.1)
Provisional Release	648	(10.8)	39	(6.4)	687	(10.4)
Earned Release Credit	785	(13.1)	81	(13.3)	866	(13.1)
Release By Court Order	36	(.6)	5	(.8)	41	(.6)
Return to Community Services (From temporary placement)	77	(1.3)	4	(.7)	81	(1.2)
Home Arrest	232	(3.9)	51	(8.4)	283	(4.3)
Escape	34	(.6)	0	(0)	34	(.5)
Interstate Compact	7	(.1)	1	(.2)	8	(.1)
Death	25	(.4)	0	(0)	25	(.4)
TOTAL	6,001	(100%)	610	(100%)	6,611	(100%)

Age Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
15-20	520	(8.7)	20	(3.3)	540	(8.2)
21-24	1,179	(19.6)	90	(14.8)	1,269	(19.2)
25-29	1,433	(23.8)	169	(27.7)	1,602	(24.2)
30-34	1,229	(20.5)	168	(27.5)	1,397	(21.1)
35-39	755	(12.6)	104	(17.0)	859	(13.0)
40-44	418	(7.0)	38	(6.2)	456	(6.9)
45-49	215	(3.6)	15	(2.5)	230	(3.5)
50-54	130	(2.2)	5	(.8)	135	(2.1)
55-59	59	(1.0)	0	(0)	59	(.9)
60-Older	61	(1.0)	1	(.2)	62	(.9)
Unknown	2	(0)	0	(0)	2	(0)
TOTAL	6,001	(100%)	610	(100%)	6,611	(100%)

Juvenile Offender Committed Population June 30, 1990

County of Commitment by Sex

	Male	(%)	Female	(%)	Total	(%)
Apache	1	(.2)	0	(0)	1	(.1)
Cochise	6	(.9)	3	(5.4)	9	(1.3)
Coconino	7	(1.1)	1	(1.8)	8	(1.2)
Gila	5	(.8)	1	(1.8)	6	(.9)
Graham	0	(0)	0	(0)	0	(0)
Greenlee	0	(0)	0	(0)	0	(0)
La Paz	3	(.5)	0	(0)	3	(.4)
Maricopa	418	(65.4)	38	(67.9)	456	(65.6)
Mohave	14	(2.2)	1	(1.8)	15	(2.2)
Navajo	7	(1.1)	0	(0)	7	(1.0)
Pima	115	(18.0)	10	(17.9)	125	(18.0)
Pinal	26	(4.1)	0	(0)	26	(3.7)
Santa Cruz	4	(.6)	0	(0)	4	(.6)
Yavapai	12	(1.9)	1	(1.8)	13	(1.9)
Yuma	12	(1.9)	1	(1.8)	13	(1.9)
Other	9	(1.4)	0	(0)	9	(1.3)
TOTAL	639	(100%)	56	(100%)	695	(100%)

Age Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
12 Years	2	(.3)	0	(0)	2	(.3)
13 Years	17	(2.7)	3	(5.4)	20	(2.9)
14 Years	63	(9.9)	5	(8.9)	68	(9.8)
15 Years	124	(19.4)	14	(25.0)	138	(19.9)
16 Years	191	(29.9)	20	(35.7)	211	(30.4)
17 Years	242	(37.9)	14	(25.0)	256	(36.8)
TOTAL	639	(100%)	56	(100%)	695	(100%)

Race Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
Caucasian	272	(42.6)	32	(57.1)	304	(43.7)
Black	109	(17.1)	11	(19.6)	120	(17.3)
Native American	17	(2.7)	1	(1.8)	18	(2.6)
Spanish Origin	237	(37.1)	12	(21.4)	249	(35.8)
Asian/Pacific Islander	2	(.3)	0	(0)	2	(.3)
Other	2	(.3)	0	(0)	2	(.3)
TOTAL	639	(100%)	56	(100%)	695	(100%)

Juvenile Offender Admissions

During Fiscal Year 1990

Age Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
11 Years	0	(0)	1	(1.3)	1	(.1)
12 Years	6	(.7)	0	(0)	6	(.6)
13 Years	34	(3.9)	3	(3.8)	37	(3.9)
14 Years	125	(14.4)	12	(15.0)	137	(14.4)
15 Years	176	(20.2)	21	(26.3)	197	(20.7)
16 Years	245	(28.1)	24	(30.0)	269	(28.3)
17 Years	285	(32.7)	19	(23.8)	304	(32.0)
TOTAL	871	(100%)	80	(100%)	951	(100%)

Race Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
Caucasian	383	(44.0)	42	(52.5)	425	(44.7)
Black	124	(14.2)	16	(20.0)	140	(14.7)
Native American	24	(2.8)	2	(2.5)	26	(2.7)
Spanish Origin	335	(38.5)	20	(25.0)	355	(37.3)
Asian/Pacific Islander	2	(.2)	0	(0)	2	(.2)
Other	3	(.3)	0	(0)	3	(.3)
TOTAL	871	(100%)	80	(100%)	951	(100%)

Commitment Type by Sex

	Male	(%)	Female	(%)	Total	(%)
New Court Commitments	852	(97.8)	79	(98.8)	931	(97.9)
Re-Committed by Court	19	(2.2)	1	(1.3)	20	(2.1)
TOTAL	871	(100%)	80	(100%)	951	(100%)

County of Commitment by Sex

	Male	(%)	Female	(%)	Total	(%)
Apache	1	(.1)	0	(0)	1	(.1)
Cochise	13	(1.5)	3	(3.8)	16	(1.7)
Coconino	11	(1.3)	1	(1.3)	12	(1.3)
Gila	7	(.8)	1	(1.3)	8	(.8)
Graham	2	(.2)	0	(0)	2	(.2)
Greenlee	1	(.1)	0	(0)	1	(.1)
La Paz	3	(.3)	0	(0)	3	(.3)
Maricopa	552	(63.4)	54	(67.5)	606	(63.7)
Mohave	22	(2.5)	0	(0)	22	(2.3)
Navajo	10	(1.1)	0	(0)	10	(1.1)
Pima	162	(18.6)	16	(20.0)	178	(18.7)
Pinal	30	(3.4)	3	(3.8)	33	(3.5)
Santa Cruz	20	(2.3)	0	(0)	20	(2.1)
Yavapai	16	(1.8)	1	(1.3)	17	(1.8)
Yuma	20	(2.3)	1	(1.3)	21	(2.2)
Other	1	(.1)	0	(0)	1	(.1)
TOTAL	871	(100%)	80	(100%)	951	(100%)

Juvenile Offender Releases

During Fiscal Year 1990

Release Type by Sex

	Male	(%)	Female	(%)	Total	(%)
Expiration	557	(19.7)	68	(19.0)	625	(19.6)
Parole-reg	1,595	(56.3)	194	(54.3)	1,789	(56.1)
RUAP Release Revocation	253	(8.9)	73	(20.4)	326	(10.2)
Reinstatement from Suspension	280	(9.9)	17	(4.8)	297	(9.3)
Released-Near 18	45	(1.6)	4	(1.1)	49	(1.5)
Discharge for Cause	82	(2.9)	1	(.3)	83	(2.6)
Death	1	(0)	0	(0)	1	(0)
Interstate	18	(.6)	0	(0)	18	(.6)
Escaped	3	(.1)	0	(0)	3	(.1)
TOTAL	2,834	(100%)	357	(100%)	3,191	(100%)

Ages by Sex

	Male	(%)	Female	(%)	Total	(%)
12	1	(0)	3	(.8)	4	(.1)
13	41	(1.4)	6	(1.7)	47	(1.5)
14	131	(4.6)	21	(5.9)	152	(4.8)
15	360	(12.7)	67	(18.8)	427	(13.4)
16	663	(23.4)	88	(24.6)	751	(23.5)
17	1,085	(38.3)	104	(29.1)	1,189	(37.3)
18	553	(19.5)	68	(19.0)	621	(19.5)
TOTAL	2,834	(100%)	357	(100%)	3,191	(100%)

Race Groups by Sex

	Male	(%)	Female	(%)	Total	(%)
Caucasian	1,296	(45.7)	200	(55.8)	1,496	(46.9)
Black	451	(15.9)	63	(17.6)	514	(16.1)
Native American	80	(2.8)	20	(5.7)	100	(3.1)
Spanish Origin	979	(34.5)	74	(21.0)	1,053	(33.0)
Asian/Pacific Islander	17	(.6)	0	(0)	17	(.5)
Other	11	(.4)	0	(0)	11	(.3)
TOTAL	2,834	(100%)	357	(100%)	3,191	(100%)

The release data reflects actual numbers of movements and not individual cases. A Juvenile Offender may have received more than one type of release during the year.

County of Commitment by Sex

	Male	(%)	Female	(%)	Total	(%)
Apache	6	(.2)	0	(0)	6	(.2)
Cochise	28	(1.0)	3	(.8)	31	(1.0)
Coconino	39	(1.4)	9	(2.5)	48	(1.5)
Gila	27	(1.0)	2	(.6)	29	(.9)
Graham	11	(.4)	2	(.6)	13	(.4)
Greenlee	3	(.1)	0	(0)	3	(.1)
La Paz	1	(0)	1	(.3)	2	(.1)
Maricopa	1,997	(70.5)	275	(77.0)	2,272	(71.2)
Mohave	74	(2.6)	6	(1.7)	80	(2.5)
Navajo	33	(1.2)	0	(0)	33	(1.0)
Pima	391	(13.8)	43	(12.0)	434	(13.6)
Pinal	84	(3.0)	10	(2.8)	94	(2.9)
Santa Cruz	35	(1.2)	2	(.6)	37	(1.2)
Yavapai	51	(1.8)	4	(1.1)	55	(1.7)
Yuma	52	(1.8)	0	(0)	52	(1.6)
Other State	2	(.1)	0	(0)	2	(.1)
TOTAL	2,834	(100%)	357	(100%)	3,191	(100%)

County of Residence and Status

County	Adult Parole	Work Furlough	Home Arrest	Administrative Release	Interstate Adult	Total
Apache	1	0	0	2	2	5
Cochise	19	4	0	7	27	57
Coconino	14	0	0	10	22	46
Gila	6	1	0	5	12	24
Graham	6	2	0	3	1	12
Greenlee	2	1	0	1	2	6
La Paz	5	1	0	2	7	15
Maricopa	806	124	52	506	722	2,210
Mohave	33	7	0	24	107	171
Navajo	19	0	0	6	12	37
Pima	298	30	11	122	247	708
Pinal	38	4	0	17	17	76
Santa Cruz	7	1	0	0	0	8
Yavapai	35	4	0	21	30	90
Yuma	47	5	0	9	10	71
TOTAL	1,336	184	63	735	1,218	3,536

County of Residence and Status Percentage Distribution

County	Adult Parole	Work Furlough	Home Arrest	Administrative Release	Interstate Adult	Total
Apache	0	0	0	0	0	0
Cochise	1	2	0	1	2	2
Coconino	1	0	0	1	2	1
Gila	0	1	0	1	1	1
Graham	0	1	0	0	0	0
Greenlee	0	1	0	0	0	0
La Paz	0	1	0	0	1	0
Maricopa	60	67	83	69	59	63
Mohave	2	4	0	3	9	5
Navajo	1	0	0	1	1	1
Pima	22	16	17	17	20	20
Pinal	3	2	0	2	1	2
Santa Cruz	1	1	0	0	0	0
Yavapai	3	2	0	3	2	3
Yuma	4	3	0	1	1	2
TOTAL	100	100	100	100	100	100
	(N=1,336)	(N=184)	(N=63)	(N=735)	(N=1,218)	(N=3,536)

Because of rounding, the percentages may not add to total.

Juveniles and Adults of the Total Population Who Are Arrested for Part I Crimes by Type of Crime A Comparison of the Nation and Arizona

	Nationwide			Arizona		
	Juvenile	Adult	Total	Juvenile	Adult	Total
Murder & Non-Negligent Manslaughter	2,208	15,767	17,975	11	172	183
Forcible Rape	4,706	25,838	30,544	34	271	305
Robbery	30,810	103,020	133,830	269	1,053	1,322
Aggravated Assault	47,008	307,727	354,735	1,054	5,808	6,862
Burglary	113,754	242,963	356,717	3,266	4,697	7,963
Larceny-Theft	359,732	894,488	1,254,220	12,202	28,835	41,037
Motor-Vehicle Theft	74,729	108,081	182,810	1,123	1,164	2,287
Arson	6,360	8,307	14,667	205	138	343
All Part I	639,307	1,706,191	2,345,498	18,164	42,138	60,302

Sources: U.S. Department of Justice "Crime in the United States - 1989"
Arizona Department of Public Safety "Uniform Crime Report - 1989"

Percentage of Juveniles and Adults of the Total Population Who Are Arrested For Part I Crimes by Type of Crime A Comparison of the Nation and Arizona

	Nationwide			Arizona		
	Juvenile	Adult	Total	Juvenile	Adult	Total
Murder & Non-Negligent Manslaughter	12	88	100	6	94	100
Forcible Rape	15	85	100	11	89	100
Robbery	23	77	100	20	80	100
Aggravated Assault	13	87	100	15	85	100
Burglary	32	68	100	41	59	100
Larceny-Theft	29	71	100	30	70	100
Motor-Vehicle Theft	40	59	100	49	51	100
Arson	43	57	100	60	40	100
All Part I	27	73	100	30	70	100

Sources: U.S. Department of Justice "Crime in the United States - 1989"
Arizona Department of Public Safety "Uniform Crime Report - 1989"